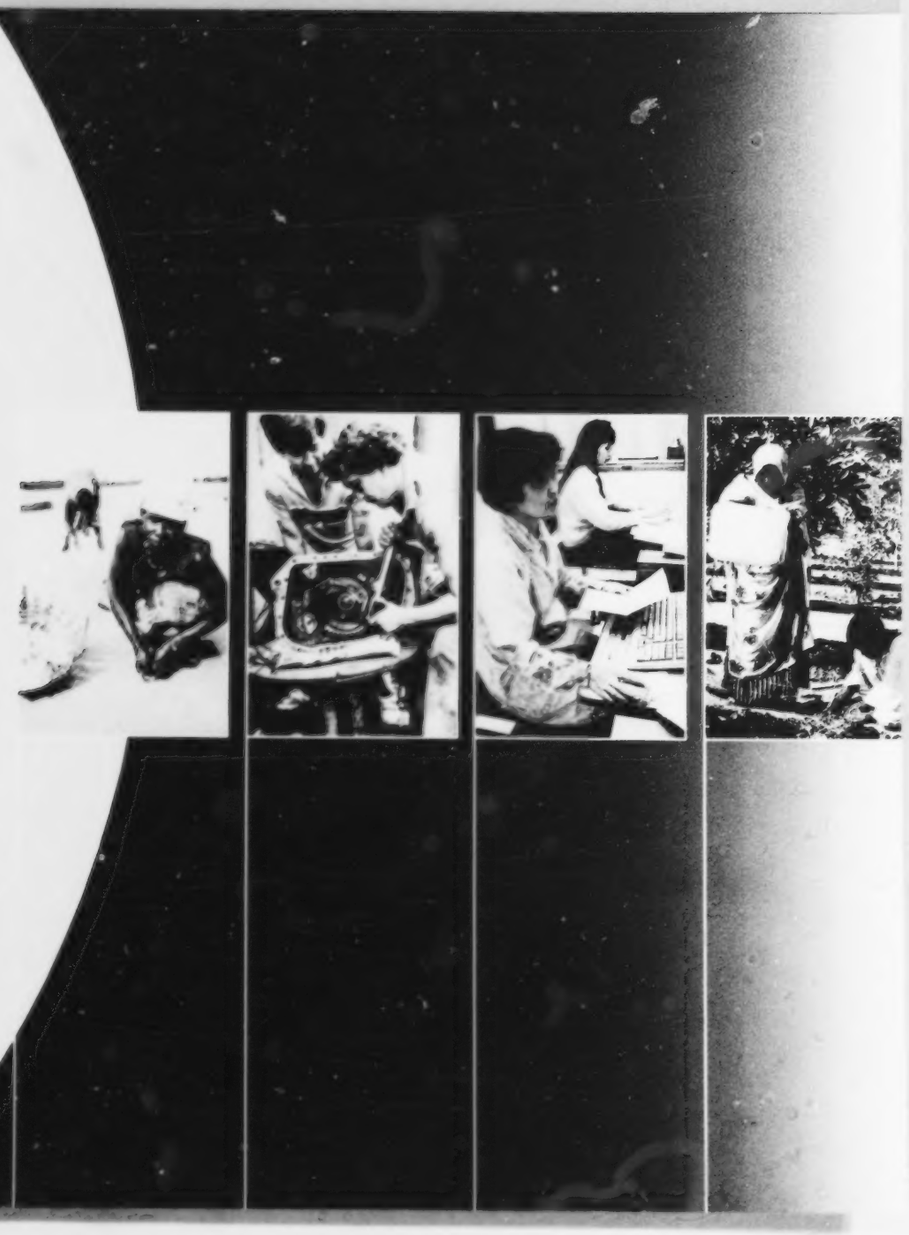
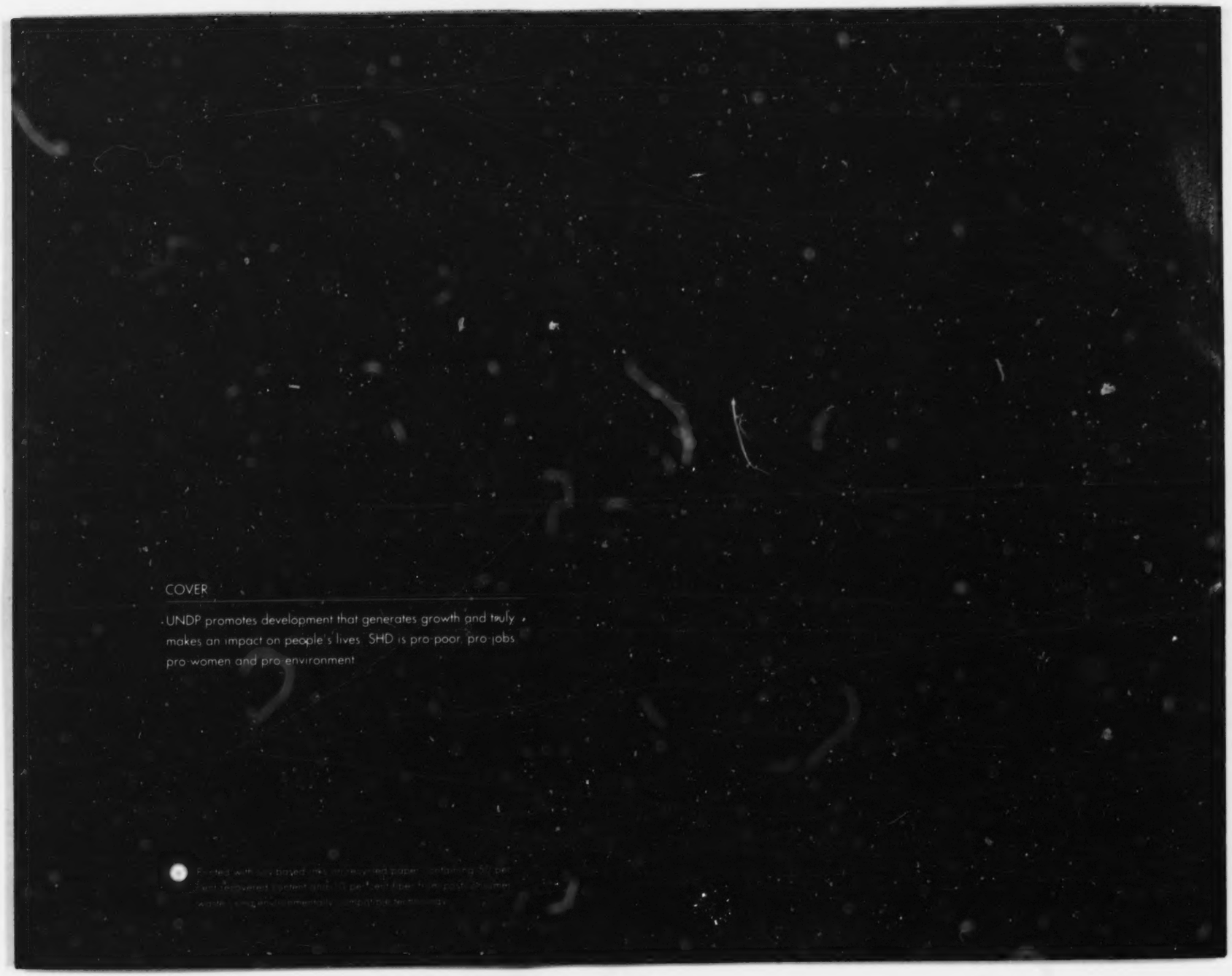


BUILDING A NEW

UNDP 1994/1995 ANNUAL REPORT

U N D P



COVER

UNDP promotes development that generates growth and truly makes an impact on people's lives. SHD is pro-poor, pro-jobs, pro-women and pro-environment.

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FOREWORD

As the United Nations celebrates its Fiftieth Anniversary, it is faced with global challenges of unprecedented urgency and complexity. Following the end of the Cold War, economic and political transition has given rise to new conflicts. The long-standing challenges of the eradication of poverty and of the protection of the planet's resources for future generations are taking on new dimensions and a new sense of urgency.

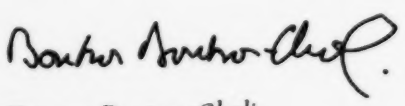
Peace and development deserve equal priority on the United Nations agenda. Without peace there can be no development, just as there can be no lasting peace when so many of the world's people continue to live without adequate food, safe water or shelter, and lack access to education, health care and a means of sustainable livelihood.

As the United Nations leading organization for coordinating and providing grant funding for development cooperation, the United Nations Development Programme (UNDP) plays a crucial role in shaping an effective and unified United Nations response to today's development challenges. Over the past two years, UNDP has moved rapidly to focus its operations and resources on development that is both people-centred and environmentally sound. As a valued partner of both United Nations member states and the agencies of the United Nations system, it uses its resources

not only to help countries build long-term capacities to address their priority needs, but to advocate and coordinate programmes that will ensure growth with equity and progress with stability.

This Annual Report for 1994 illustrates the progress UNDP is making as it strives to serve effectively the more than 170 countries with which it cooperates. Highlighted are the ways in which UNDP-supported programmes directly affect people's lives by increasing their incomes, their opportunities, their access to resources and their ability to determine their own futures. Also important are the "peace-building" and "preventive" activities through which UNDP joins other United Nations organizations in rehabilitating areas in the aftermath of conflict, and assisting countries in building democratic institutions.

UNDP is of critical importance to the United Nations efforts to build a better world. These efforts require strong political and financial support. I trust that readers of this Report will find UNDP's 1994 record encouraging as to its capacity to meet the many development tasks that lie ahead.



Boutros Boutros-Ghali
UN Secretary-General

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MESSAGE FROM THE **ADMINISTRATOR**

In June 1994, UNDP's Executive Board endorsed our proposal for making sustainable human development the organization's guiding principle. At the same time, the Board approved our plan to add greater focus to our work, so that more resources could be devoted to eradicating poverty, creating jobs and livelihoods, empowering women and regenerating the environment.

During 1994, UNDP forged ahead with actions aimed at fully translating the concept of sustainable human development into reality. We have made major administrative and organizational changes and have taken a fresh look at all of our programmes to ensure they help attain the goal of sustainable human development.

Many parts of the organization are shifting gears and moving in new directions. New goals are being set and jobs are being redefined. Entire departments have been restructured to help the organization meet its new objectives.

Our ultimate aim is to make a real difference in people's lives and to help them realize their aspirations.

The challenges confronting the developing world in the 1990s are monumental. UNDP therefore took steps to enable the organization to remain relevant, resourceful and meaningful to the countries we serve in the years ahead.

Indeed, our efforts are beginning to bear fruit. Sustainable human development is starting to take hold in many countries throughout the developing world. This Report offers a snapshot of this progress and some insights into how we are moving ahead with our mission and how countries are interpreting the concept of sustainable human development.

We are also taking steps to enable us to respond more flexibly and ably to the variety of new responsibilities being thrust upon the United Nations system. We are enhancing our capacity for collaborating with agencies responsible for refugees and others in need of emergency relief. We are strengthening parts of the organization in charge of helping countries in their complex transition to market economies. And, we are helping rebuild communities that have

collapsed because of man-made disasters like civil war.

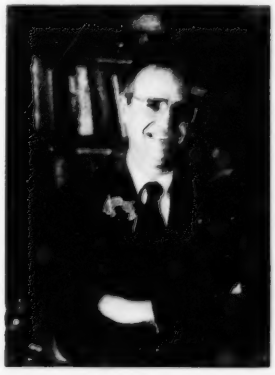
The development agenda for the future is long. We must be prepared to assist in every item on that agenda where we can be most effective. And we must succeed. People and governments are counting on us.

Success will ultimately be measured in the well-being of the people we are trying to help. We must ask ourselves: have we really had an impact on people's lives? Do people have what they need to help themselves? Do people have a genuine sense of hope for the future?

Obviously, these questions cannot be answered tomorrow — or probably not even a year from tomorrow. But I am confident that if UNDP and the rest of the development community have the resources and political commitment they need to respond to the world's growing list of problems, the answers to all these questions will soon be "yes."

Success is within our reach. UNDP now has the administrative, organizational and conceptual tools to get the job done. We will push forward until we reach our goals and those of the people we serve.

James Gustave Speth



OVERVIEW 1994:
REALIZING THE GOAL OF SUSTAINABLE HUMAN DEVELOPMENT

In country after country, the United Nations Development Programme (UNDP) has been working with governments to transform the abstract concept of sustainable human development (SHD) into something concrete and meaningful. As a result of this work, sustainable human development is already influencing national development strategies and making a difference in people's lives.

A sign of progress is the increasing number of national Human Development Reports that have been published with assistance from UNDP. So far, more than 30 of these have been prepared. These reports are filled with statistics that help governments identify human development challenges in the years ahead.

What is sustainable human development? It is development that generates growth but also equitably distributes the fruits of that growth. It empowers women, increases people's choices and opportunities, and protects and regenerates the environment. In short, sustainable human development is pro-poor, pro-jobs, pro-women and pro-environment.

IMPLEMENTING CHANGE

During its annual session in June 1994, UNDP's Executive Board endorsed a bold plan for an extensive change in the way the organization works. The plan, prepared by top management, was known as "Initiatives for Change."

As a result of the endorsement, UNDP began a process of redefining and realigning its programmes so that they would fit into the SHD

framework with its focus on poverty, women, employment and the environment.

This meant that UNDP had to create new departments and restructure existing ones to make them more responsive to governments' ever-changing needs:

- A new Office of Evaluation and Strategic Planning to guide the organization through these changes.
- A restructured Bureau for Policy and Programme Support to provide even greater policy leadership and support for UNDP's country and regional programmes.
- A new Office of UN System Support and Services to assist in unifying various United Nations agencies around the new framework for SHD.

Unifying the UN agencies can result in powerful alliances to confront the major development challenges of the day. For example, UNDP and the United Nations Environment Programme are working together on programmes to combat desertification. An agreement with the Food and Agriculture Organization of the UN will step up cooperation in the area of sustainable food security.

Other examples of cooperation include a new Joint and Co-sponsored United Nations Programme on HIV and AIDS, which brings together the expertise of UNDP, the World Health Organization, the UN Population Fund, UNICEF, United Nations Educational, Scientific and Cultural Organization (UNESCO) and the World Bank. The programme will help control the spread of AIDS in the developing world and find ways for

countries to cope with the pandemic's effects on economies and societies.

FROM VISION TO VILLAGES

More and more governments are taking a fresh look at their development priorities and are reorienting national strategies toward SHD.

UNDP is helping with this shift by working with governments to increase their capacity for identifying, designing and carrying out their own SHD initiatives. There are many examples of this "upstream" work:

- In Bolivia, the government has created "super-ministries" for sustainable human development and economic development. The ministries have been charged with rethinking development programmes to ensure that they are people-centred, environmentally friendly and economically productive and equitable.
- In Cambodia, the government has begun to promote sustainable human development through employment and income-generation schemes, social development programmes, and the integration of women into the planning and management of development strategies.

UNDP has helped Cambodia launch income-generation activities for women.

UNDP supports health education classes for adults in China to improve living conditions.

■ In Guinea, the government has launched a human development initiative to analyze poverty and study ways to pay for human development programmes and to include traditionally excluded groups.

UNDP also supported a number of specific or "downstream" projects that helped countries realize the goal of SHD:

■ In China, the government has launched a UNDP-supported project to generate income-earning opportunities for rural villagers and to bolster health and education services. The project will help raise the living standards for 80 million people living below the poverty line.

- In Namibia, UNDP is helping the government implement a national housing programme that enables the poor to build their own homes or improve existing ones.
- In El Salvador, about 7,000 people in rural areas are benefiting from a UNDP-supported project to teach environmentally-sustainable agricultural techniques to small-scale farmers and to give a boost to rural entrepreneurs.

A new set of publications, "UNDP Series on Sustainable Human Development," includes accounts of 13 countries' experiences in creating national people-centred development programmes. These also serve as guides for other countries pursuing SHD.

EMBRACING THE CONCEPT WORLDWIDE

Sustainable human development is catching on. It is becoming known by many different names. But no matter what it is called, it is receiving the support of an increasing number of governments, development agencies and non-governmental organizations.

The concept gained even greater support at the September 1994 UN-sponsored International Conference on Population and Development in Cairo. Delegates participating in the conference agreed that one of the best ways to slow down global population growth was through comprehensive development that lifts people out of poverty, educates them and provides them with hope for the future.

And then in Copenhagen in March 1995, delegates participating in the World Summit for Social Development made a clarion call for concerted inter-

national action in solving three of the world's more compelling problems: worsening poverty, joblessness and underemployment, and the disintegration of societies. A key ingredient in the solution formulated at the Summit was people-centred development.

The vision of SHD is expected to be taken another step farther in September 1995 at the Fourth World Conference on Women. At that conference, which will take place in Beijing, UNDP plans to champion women's role in development. Women are essential to sustainable human development, and UNDP has been striving to help countries find ways to unleash women's vast intellectual and economic potential.

The road toward sustainable human development, however, will not end in Beijing. In 1996, it will continue on to Istanbul, at the UN-sponsored HABITAT-II conference, which will consider the relationships among cities, housing and development. By the time the conference begins, SHD will undoubtedly be a widely known concept translated into action in many more developing countries.

Still, UNDP's work in promoting sustainable human development will be far from complete. New trails will be blazed in the years ahead as more and more countries report their experience in translating this concept into a reality. UNDP will tap into its evolving and expanding knowledge and experience to help developing countries refine their SHD programmes, set new and more far-reaching goals, and make all development people-centred and sustainable.

At the Social Summit, Mr. Speth said efforts to eradicate poverty must address environmental issues.

CHARTING AN ACTION PLAN FOR CHANGE

Rye, New York — It was a turning point for UNDP: 125 UNDP Resident Representatives and UN Resident Coordinators, several senior managers and resource persons huddled together for a week — away from the daily work pressures — to chart an action plan for change within UNDP and to lay firm foundations for the future.

"UNDP must change in order to rise to the new responsibilities being thrust upon the United Nations," said UNDP Administrator James Gustave Speth, in his opening remarks to the Global Meeting of UNDP Resident Representatives which was held from 21-25 March 1994. "Development cooperation must change so that official development assistance (ODA) can regain confidence and grow rather than stagnate."

The fundamental objective of the meeting was to build a consensus among participants on common goals for UNDP through transparent and participatory dialogue. It was a crucial meeting, especially since UNDP's core mission is to marshall its full resources to coordinate the activities of the United Nations (UN), and to assist programme countries to achieve sustainable human development (SHD). "Rye

At Rye, UNDP ResReps endorsed SHD as a holistic development concept.

was an important event," said Jørgen Lissner, UNDP Resident Representative in Lithuania, "both as a UNDP-wide team-building exercise and as an 'intellectual sabbatical' focusing on SHD."

United Nations Secretary-General Boutros Boutros-Ghali, the guest of honour and keynote speaker, went further and said, "The credibility of UNDP as a central coordinating mechanism will depend on your ability to define your role in a changing world."

Participants discussed various possibilities for activating SHD, which can become a rallying point and a unifying theme for UNDP, and ultimately, the UN system. "We made a conscious effort to view UNDP as part of the UN family rather than trying to establish an independent identity," said Ameerah Haq, UNDP Resident Representative in Malaysia. "It was a rekindling of the ideals of the UN." Mr. Boutros-Ghali endorsed the concept of a unified UN family, fully recognizing the role UNDP plays in the Resident Coordinator function.

"As UN Resident Coordinators, you are my Representatives in the countries where you serve," said Mr. Boutros-Ghali. "Tapping into the capacity of the UN system as a whole, the Resident Coordinator must assist and support countries in their endeavour to achieve sustainable human development and security." He added that there was a need to build on the experience, knowledge and networks of UNDP "to spearhead the creation of a new, coherent, and clearly focused United Nations."

Fifteen working groups met all week to clarify the vision for SHD, which Mr. Speth defined as development that is "pro-poor, pro-nature, pro-jobs and pro-women." He added: "Sustainable human development stresses economic growth, but growth with employment, growth with environment, growth with empowerment and growth with equity."

At the end of the week, UNDP's Resident Representatives and managers gave a resounding "yes" to SHD as a holistic development concept with people at its centre. "A dramatic change was in motion, like a moving train, and we were all expected to run to catch up or risk being left behind for good," said Elizabeth Fong, UNDP Resident Representative in Botswana.

The conclusions and recommendations from Rye led to a concrete programme of action that was presented to UNDP's Executive Board in June 1994, which the Board endorsed. Since then, several ongoing SHD programmes have been strengthened and new ones launched; several others are in various stages of drafting and implementation. Here is an update of some of these achievements.

Sudanese women supplement family incomes by making pasta for sale.

Promoting Sustainable Human Development

Some significant country initiatives to date:

Malawi: An analysis of people living in poverty formed the basis for a policy dialogue involving a cross-section of people and groups in Malawi, including UN agencies. UNDP played a key role in Malawi's subsequent move to embrace democracy.

Sudan: UNDP, jointly with the government, launched area development schemes through a participatory approach for eradicating poverty in five drought-prone areas. The schemes, which are now being further strengthened, benefit half a million people. The villagers identify, manage and finance income-generating activities in the areas of agriculture, small-scale industries, afforestation, animal husbandry, development of water resources, and handicrafts.

Indonesia: A UNDP-UNICEF-sponsored social data analysis of 35 million people living in poverty highlighted the need for policies for regional development planning and resource mobilization targeting the most disadvantaged groups. The analysis resulted in a comprehensive policy to reduce poverty in Indonesia.

Latin America: A UNDP-sponsored forum with the InterAmerican Development Bank (IDB) brought top-ranking policy-makers together for a dialogue on social reform and poverty. The results: joint action between UNDP and IDB and a new set of targets for IDB's social sector lending.

UNDP also helped 10 developing countries produce national Human Development Reports (HDRs) in 1994. Another 25 national HDRs are in progress. "The message was very clear at Rye: people should be at the centre of UNDP's work and that results should be measured in terms of improvements to peoples' lives and the empowerment of people to take control of their own future," said Thelma Awori, UNDP Resident Representative in Zimbabwe.

Not content to merely assist national governments in preparing country HDRs, UNDP has become a vigorous advocate for SHD — at headquarters and at the country level. In 1994, UNDP country offices recruited 40 national SHD advisers to promote and help implement SHD. National workshops involving civil society representatives

were held in Argentina, Bolivia, Cameroon, Mali, Namibia, Paraguay, Senegal, Togo and Turkey to present the case for SHD to a wider audience. Discussions on the need for SHD topped the agendas of the Asian Ministerial Meeting, regional preparatory meetings for the World Summit for Social Development and the Summit of the Americas in Miami.

UNDP helped prepare SHD strategy papers and "how-to" manuals to popularize the concept. UNDP assisted 13 countries in documenting their efforts to achieve SHD as a means of sharing their experiences with other developing countries. These reports are also in demand by researchers and development practitioners.

Revitalizing the Resident Coordinator system

In 1994, the UNDP Administrator was asked by the UN Secretary-General to assist him in managing the Resident Coordinator function. A new comprehensive plan to strengthen the Resident Coordinator system is now in place. UNDP and the UN Department of Humanitarian Affairs have established a roster of staff members and consultants experienced in humanitarian and emergency operations. UNDP has adopted a strategy to strengthen its role in preventive and creative development in conjunction with humanitarian and emergency crises. The Office of United Nations System Support and Services has been created to support Resident Coordinators in their work.

Strengthening UNDP

Significant restructuring took place at headquarters to reduce staff and strengthen central capacity to support UNDP's new focus and mission:

- A new corporate policy on gender equality was adopted giving men and women within the organization equal opportunities for career advancement;
- More women Resident Representatives were appointed. Total to date — 18;
- Twenty additional HIV/AIDS national advisers were appointed in country offices;
- UNDP will be a key player in the implementation of the Convention on Desertification.

Numerous other initiatives are under way. "Our practices must be simplified and decentralized; modern systems must be put in place for tracking expenditures against agreed priorities," said Mr. Speth. "Above all, we must give our country offices the tools to lead the United Nations development effort into the next century."

During its annual session in June 1995, UNDP's Executive Board approved landmark legislation governing UNDP's programming arrangements. After year-long deliberations, the Board agreed to revise the rigid country funding formula that had been in place for more than two decades, giving UNDP more flexibility in assigning development resources. "This decision constitutes a major turning point for UNDP, providing greater incentives for the design of keenly-focused, high-impact and high-leverage sustainable human development programmes," said James Gustave Speth, UNDP Administrator.

The new framework, which took effect in July 1995, enables UNDP to launch a new round of creative programming for the period 1997-1999 as well as to better carry out the bold "Initiatives for Change" plan endorsed by the Board in 1994. According to this plan, UNDP's main goals are:

- to help the United Nations (UN) become a powerful and cohesive force for sustainable human development;
- to strengthen international cooperation for sustainable human development and serve as a major substantive resource on how to achieve it;
- to concentrate its own resources on a series of objectives central to sustainable human development, focusing on:

poverty elimination
creation of jobs and sustainable livelihoods
advancement of women
protection and regeneration of the environment.

Highlights of the new programme arrangements approved by the Board in 1995 are:

■ A new three-tier system to manage country-level allocation of core resources.

Twenty per cent of the targetted US$1.1 billion in annual contributions will be reserved for flexible assignment to countries to promote high quality sustainable human development programmes, especially for poverty elimination and the "enabling environment" required for it.

Thirty per cent — the largest single share of programme funds — would still be automatically assigned to developing countries to help fund their priority development needs.

As a third tier, five per cent will be reserved for a new category of countries experiencing special development situations.

■ A greater share of resources to low-income countries and Least Developed Countries (LDCs). To this end, UNDP has increased from 58 per cent to 60 per cent the portion of programme funding that must go to LDCs. It will also allocate 88 per cent of total programme resources to low-income countries with per capita income of $750 or less.

UNDP has further increased funding for LDCs. In Lesotho (left) UNDP helps provide clean water for a rural community. In Niger (facing page) UNDP technical assistance helps maintain adequate water supply.

■ Special funds to provide programme support to Resident Coordinators and aid coordination.

■ Increased allocation for technical cooperation among developing countries because of greater emphasis in this area.

■ More importance to programme evaluation and increased allocation of resources for this purpose.

■ Simplified programming procedures, more flexible assignment of resources and greater authority for country offices to approve programmes and projects.

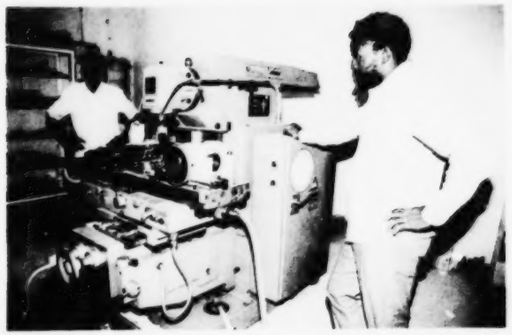
Poverty Focus

The Board also recognized poverty elimination as the overriding priority of UNDP activities within the framework of sustainable human development, and urged UNDP to concentrate on those areas where the organization has comparative advantages, particularly capacity building.

"

UNDP will support governments
to make their poverty eradication strategies and plans
as comprehensive, participatory and realistic as possible.

— James Gustave Speth
UNDP Administrator



"It should be underlined that further focus does not reduce the primacy of national development priorities; nor does it threaten UNDP's universality," said Mr. Speth in his address to the Executive Board. "UNDP will support governments to make their poverty eradication strategies and plans as comprehensive, participatory and realistic as possible."

Indeed, UNDP's core mission is to assist developing countries in their endeavour to realize sustainable human development, in line with their national development programmes and priorities.

Developing countries are increasingly asking UNDP's expertise in capacity building for electoral processes, democratization and improved governance. "None of the priority goals for UNDP support will be possible without sound, competent and capable governance," said Mr. Speth. UNDP's political neutrality encourages governments to seek assistance in sensitive areas such as establishing democratic institutions and building more open partnerships with civil society.

Another area of importance for UNDP within the UN is in "preventive and curative" development. UNDP is set to take the lead in peace building and conflict prevention through support for national and regional conciliation, reintegration of refugees and displaced persons, and reconstruction of war-torn communities —in cooperation with the UN. UNDP will continue to strengthen its relationship with the UN Department of Humanitarian Affairs and the UN High Commissioner for Refugees.

"UNDP has embarked on this journey out of the conviction that the only way to respond to the challenges facing international development cooperation in the long haul is to become a significantly different organization," said Mr. Speth, "and to spearhead change within the UN system for operational activities."

UNDP has set "advancement of women" as one of its four main goals. It has been supporting several women-focused projects in developing countries that have helped empower women and improve their living conditions.

UNDP's country programmes strive to ensure an equal participation of women and men in development activities. In preparation for the upcoming Fourth World Conference on Women in Beijing, UNDP has worked to ensure that the aspirations of women at all levels of society will be realized.

Giving African Women a Voice in Development

The Africa 2000 Network supports community-based projects that preserve the environment while promoting sustainable human development. It also requires that projects be designed, implemented and monitored by the very people they are intended to help. "Local people must be the owners and leaders of the project," says Boubacar Fall, national coordinator of Africa 2000 in Senegal. "Otherwise, no matter how sound the technical elements, the project will fail."

The only continent-wide grouping of this kind, Africa 2000 currently operates in 13 countries: Benin, Burkina Faso, Cameroon, Ghana, Kenya, Lesotho, Mali, Mauritania, Senegal, Tanzania, Uganda, and Zimbabwe. UNDP provides financial and technical assistance to some 400 grassroots projects. Each grant is less than US$50,000. Contributions to the network from Canada, Denmark, France, Japan and Norway total $17.4 million.

Africa 2000 helped this women in Burkina Faso set up a sewing shop.

Africa 2000 was not set up to create new groups to do development work; rather, it supports the activities of existing grassroots groups and non-governmental organizations (NGOs). Its initial focus on forestry projects has given way to a broader range of activities in the areas of natural forest management, erosion control, range and watershed management, food preservation and storage, fish farming, livestock rearing and dairy farming, beekeeping and management of accounts.

Women are an important focus of all projects. In Western Kenya, 24 members of the Chandaremo Women's Group received support from the Network for a dairy farming project. Training was provided on calf rearing, fodder management and usage, book-keeping and group dynamics. The use of organic farming to grow vegetables was introduced.

In the Nyachityu project in Zimbabwe, 23 villagers spend two days a week reclaiming degraded land and improving the availability of water for livestock and people. A 75-metre-long dam wall was built to create a catchment area of 10 square kilometres. Water is now available for the community gardens and for fish farming.

One defining characteristic of the Network is the use of National Selection Committees (NSCs) in each of the countries in which it operates. Each country has a national coordinator, half of whom are women. The coordinators receive requests for funds, review proposals and make recommendations to the NSC. The NSCs bring together individuals from various government agencies, universities, research institutes, UN agencies working in the country and national and regional NGOs. In many cases, the NSCs provide the only opportunity for people to work together on the country's exigent environment and development issues.

Training is a big component of many Africa 2000 projects. Such sessions can bring together all the Network beneficiaries in a country to discuss national environmental strategies, and to learn from neighbours. NGOs that seek funding for projects from the Network are also trained to understand the communities' real needs.

"The long-lasting effects of the Network are not so much in physical development — the hectares of trees planted, the number of dams built or gardens established," says Tlhabeli Nephtali Peshohane, the national coordinator in Lesotho. "They are in the ability of the people to shape their future by taking appropriate decisions and actions in those things which affect them most." ■

Empowering Rural Women in Nepal

In Nepal, 88 per cent of the women are illiterate, and are excluded from the monetized economy and from getting jobs outside the home. Rural women are also usually among the poorest of the poor, as a result of which they are often marginalized and left out of development programmes. These factors prevent women from participating in Nepal's tourism industry — the country's third largest foreign exchange earner. Nepal's rugged landscape and remote trails have long been the haunt of many travellers and hikers, providing the government with much-needed resources.

However, the image of Nepal as an attractive tourist destination is becoming tarnished due to pollution, deforestation and waste left by travellers, as well as the poor quality of tourism-related goods and services, and lack of investment in the sector.

In Nepal's rural areas, many women are often under-employed during pre- and post-cultivation seasons. UNDP, working with local NGOs, tapped this corps of women and began training potential women entrepreneurs in the creation of micro-entreprises so that they could provide tourist services. The project has created jobs and income for rural women, empowering them to improve their socio-economic conditions. "Before, my in-laws used to say that I was only good for cooking and cleaning the house," says 25-year-old Priya, who manages the Gurung Museum and operates a general store. "Now that I have been trained, started a small business and bring home money, my relatives have more respect for me."

Women entrepreneurs trained for Nepal's tourism industry.

To date, over 50 per cent of the 246 women who were taught how to start up businesses, have become small entrepreneurs. Another 435 women were trained to upgrade existing businesses. The women entrepreneurs now earn their own money, and are taking on decision-making roles within and outside the family.

The project was able to reach even the most disadvantaged women, involving them in poultry farming and the crafting of souvenirs to give them a hand out of poverty. The income-earning capacity of the women has made them realize their own potential, boosted their self-esteem and given them a "voice" in their own development. They have also come to recognize the importance of literacy and education. "When I had a small tea-shop, I did not know how to count very well. I was always confused and there was never any money left over," recalls 35-year-old Devi Gurung, who operates a trekkers' lodge. "After learning basic accounting and book-keeping, I am more confident in managing my lodge."

Environmental protection is a key component of the project because Nepalis, especially those living in and around the popular tourist destinations, have been shocked by the impact of tourism on their traditions. To avoid such negative consequences, women were trained to set up "eco-friendly" lodges that use fuel-efficient stoves and solar energy. Showrooms were created in villages to help people maintain their indigenous culture.

An in-depth evaluation in 1994 concluded that the project was not only sustainable, but that its approach was relevant to Nepal's demand for small-scale, high quality, environmentally-friendly services in tourism that would, at the same time, increase the earning potential and living standards of rural women and their families. ■

Seeking Equal Partnership for Palestinian Women

The signing of the historic Israeli-Palestinian peace accord on 13 September 1993 opened a new page in the history of the Palestinian people. UNDP, through the Programme of Assistance to the Palestinian People (PAPP), has been working to improve living conditions of people in the Occupied Territories since 1980, and for many years was the only international development agency allowed to operate there. It is helping the Palestinian authorities in the design and implementation of projects in such sectors as agriculture, health, education, rural development and the integration of women in development.

Palestinian women's contributions have been ignored in the drafting of economic policy largely because women's contribution to the economy tends to be invisible, particularly in agriculture and the informal sector. According to a 1994 report commissioned by UNDP, "Unless women have a voice in decision-making bodies, their rights and emerging needs will most likely be overlooked." The report, entitled *At the Crossroads: Challenges and Choices for Palestinian Women in the West Bank and the Gaza Strip*, addresses the needs of Palestinian women and identifies concrete steps to ensure their full participation in nation-building and sustainable social and economic development. It was launched in Amman, Jordan in November at the Arab Regional Preparatory Conference for the

Palestinian women are being given equal access to education.

Fourth World Conference on Women. The meeting resulted in an action plan to enable Arab women to exercise their rights and be fully integrated into society.

Women in traditional Palestinian society had limited or no access to formal resources, services or political power, according to the report. They were restricted to the private world of their homes and to household-related activities while men earned incomes outside the home and made important decisions. With the creation of the State of Israel in 1948, a significant part of the Palestinian population was dispersed as refugees, displaced persons, migrant workers or political exiles.

Today, an estimated three million Palestinians live abroad, while only two million live in the West Bank and the Gaza Strip. Women became wage earners, fighters, refugee camp workers and heads of household. Currently, women head almost 40 per cent of the households in the West Bank.

"This report is intended to serve as a reference point for the forthcoming policy dialogue with the Palestinian National Authority in its transitional period and beyond," said Osman Hashim, UNDP Resident Representative and UN Resident Coordinator in Jordan. It recommends action in three main areas:

- *Governance*: attempts should be made to raise the consciousness of municipal authority representatives and village councils to introduce the mechanisms for responding to women's needs.
- *Human resource development*: as economic opportunities expand, it is essential that women have access to diversified training in areas other than the traditional ones of sewing, typing and hairdressing.
- *Economic participation*: systems being put in place should take into account women's economic role and ensure that they are included in economic rejuvenation, and are given access to credit.

"The Palestinian leadership is at the crossroads where it can either seize the opportunity and build a nation based on equal and full partnership or risk losing women's hard-won accomplishments," concludes the report. ■

Creating GID Units for Eastern Europe and the CIS

In 1993, UNDP launched a series of initiatives in Eastern Europe and the Commonwealth of Independent States (CIS) to correct gender disparities. Support was provided for the establishment of Gender in Development Units within the respective governments. The Units sensitize governments to the effects of political and economic transition on women; help initiate programmes which address women's needs and roles in society; assist with the production and analysis of gender desegregated statistics and information; and strengthen women's non-governmental organizations (NGOs). They are also intended to serve as focal points for gathering donor support for gender-related issues, and as resource centres for data, statistics and documentation on gender.

Romania was one of the first countries to receive UNDP assistance in setting up a Gender in Development Unit. To date, similar Units have been established in Albania, Armenia, Belarus, Bulgaria, Latvia, Lithuania, Moldova, Romania, Ukraine, and in the five Central Asian Republics of Kazakstan, Kyrgyzstan, Tajikistan, Turkmenistan and Uzbekistan.

Now in its fourth year of transition from a totalitarian to a democratic government,

The GID Unit in Bucharest sensitizes government officials to the effects of political and economic transition on women.

Romania is experiencing low productivity and inefficiency throughout its economy. Unemployment is on the rise, especially among women and youths. Of the 59.1 per cent of Romanian women who are unemployed, 6.7 per cent are young women with a secondary education who have never held any job.

The new Gender in Development Unit created with UNDP support is Romania's first permanent government body concerned with women's interests. It is providing information and policy advice for the development of programmes that address women's needs and is helping the government attract funds for their implementation from international donors.

Collection of data on women and unemployment and subsequent analyses resulted in a booklet entitled *Facts about Women in Romania*. Currently, the Unit is finalizing a preliminary policy paper on women in Romania and a proposal to tackle gender problems in the country.

To date, the Unit, jointly with specialized centres, has trained 40 women from research institutes in Bucharest on how to start up small- and medium-sized businesses. Another 65 women entrepreneurs have been trained in small business management. The business skills of an additional 20 women have been upgraded to enable them to participate actively in Romania's restructuring and privatization programmes.

In promoting gender-related issues, the Unit has:

- organized workshops on: women in the media; women in politics; and women NGO leaders;
- developed a public opinion survey on attitudes of men and women regarding the status of women in Romania;
- organized a seminar and training programme for 30 leaders of Romanian women NGOs to discuss the rights of women and children;
- arranged a training workshop for 40 women from political parties, trade unions, women NGOs and public institutions on how to campaign and liaise with the media.

The Unit has been assisting the government and NGOs with reports and media briefings in preparation for the upcoming Fourth World Conference on Women. ■

Nutrition Programme for Mothers and Children in Argentina

In 1980, there were 1.6 million impoverished people in Argentina. By 1991, the number had grown sixfold, to 9.7 million. The burden of poverty fell heavily on children, especially those under 12 years of age, and mothers. The incidence of poverty was higher among children in the provincial capitals. In 1989, the infant mortality rates in the metropolitan area of Buenos Aires and the cities of Rosario and Tucumán were 25.5, 24.6 and 28.5 per 1,000 live births, respectively. Most of these deaths were due to a lack of medical attention, especially in the indigent provinces,

inadequate nourishment during pregnancy and an absence of strong health promotion initiatives. Many women and children were also undernourished due to a lack of coordination among the institutions providing health care and education.

In 1993, the Government of Argentina launched the Mother and Child Nutrition Programme (PROMIN) to improve the health and nutrition of low-income mothers and children in the impoverished areas of the country. UNDP, which was involved in the inception of PROMIN, provides support to the coordination unit of the five-year US$150 million government programme. PROMIN also aims to promote the development of disadvantaged pre-school-age children, and strengthen and coordinate provincial/local institutions dealing with health, education and nutrition. Through PROMIN, children in day care centres and nursery schools will receive greater attention and care throughout the year.

The first stage covers six provinces, including Buenos Aires, Mendoza and Tucumán, and involves 400,000 mothers and children under six years of age. Another 11 provinces are receiving technical assistance to enable them to design their own projects and join the PROMIN programme. Most of the provincial projects are already off the ground.

Provincial implementing units have been created and are fully operational in coordinating the health, education and nutrition components of the programme. To date, a total of 3,083 participants have been trained in the management of social programmes and in issues related to health and child care. Existing programmes have been revamped to improve health and nutrition components.

A programme to encourage "responsible reproductive and sexual health" will soon be implemented in Formosa, one of the poorest provinces in Argentina. Formosa has one of the highest rates of teenage pregnancy in the country: 18 per cent of pregnant women are less than 20 years of age. The programme aims to encourage young women and adolescents to participate in community-based actions in the area of reproductive and sexual health. This will empower adolescents and other young women by improving their health and strengthening them emotionally and psychologically.

By the end of 1995, PROMIN will be extended to all provinces in Argentina, benefitting almost one million people. ■

UNDP ACTIVITIES AFRICA

The thrust of UNDP's cooperation with African countries is to assist them in: defining their own development goals and finding the resources to attain them; building and strengthening people and institutions so that they can manage their own sustainable human development (SHD); giving these countries direct development support in collaboration with Africa's development partners.

Due to the decline in aid flows to the continent, more than 30 African countries have turned to technical cooperation with one another to build national capacities and pursue SHD. There was also renewed emphasis on stimulating the private sector, with a focus on small and medium enterprises. Some 27 projects representing total investments of $29 million were completed during 1994.

Environment and natural resources management is becoming increasingly integral to many UNDP programmes, including those in Cameroon, Swaziland and Zambia. Fourteen projects under the Global Environment Facility have been implemented. Three additional projects were launched in 1994 for the protection of biodiversity in Madagascar, community-based marine conservation in Eritrea and the mitigation of the environmental impact of Rwandan refugees in eastern Zaire. Focal points for the environment have been designated in each of Africa's 45 UNDP offices to promote environment programmes.

During 1994, in collaboration with the UN Department for Humanitarian Affairs (UN/DHA), UNDP continued to support emergency relief operations in Angola, Liberia, Mozambique, Rwanda and Zaire.

UNDP, jointly with the UN Electoral Assistance Division, continued to provide technical assistance to advance the electoral process in Chad, Ethiopia, Liberia, Mozambique, Togo and Uganda in 1994. It also helped establish a UN electoral assistance secretariat in Malawi.

UNDP is working with the Comoros, The Gambia, Guinea, Malawi, Tanzania and Zimbabwe to reduce poverty by giving the poor a voice in decisions and programmes that affect their lives. Programmes to eradicate poverty include macro-economic policy reform and special initiatives to ensure tangible benefits for society's vulnerable groups.

The impact of HIV and AIDS on people and countries has been particularly harsh in Africa. UNDP is supporting national and regional networks to create an environment that will foster open debate on the disease and encourage behavioural changes without fear of recrimination. UNDP is also backing a network that supports people living with AIDS.

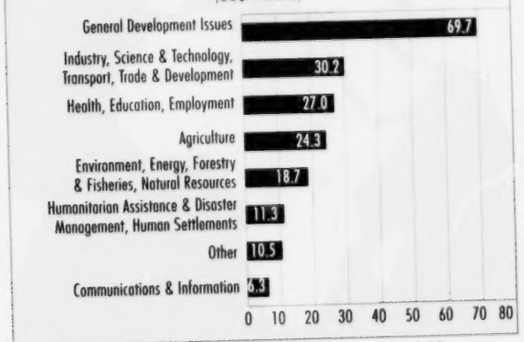
In 1994, several countries launched national Human Development Reports, in partnership with UNDP, to monitor their progress towards attaining SHD. In addition to ongoing efforts in Botswana, Cameroon, Ghana, Guinea, Namibia, Malawi and Tanzania, new human development initiatives were launched in Kenya, Lesotho and Mali. Special emphasis is placed on ensuring broad participation and further disaggregation of data to disclose disparities between regions, rural and urban centres and identify gender imbalances.

In The Gambia, UNDP is supporting a programme to institutionalize the collection of gender-specific statistics. Nigeria is fostering the empowerment of women by involving them in national development. UNDP, in collaboration with UNIFEM, has targeted African research and training institutions to develop new methods to mainstream gender issues in national development policies. UNDP, jointly with other UN agencies, is designing emergency and relief programmes and drawing up strategies to assist displaced women in Ghana, Liberia and Sierra Leone.

In the run-up to the Fourth World Conference on Women in Beijing in September 1995, UNDP has helped establish national preparatory committees in over 40 African countries. The Africa regional preparatory conference in Dakar, Senegal led to the adoption of the African Platform for Action, which pledges "a commitment to forge a new ethic for sustainable development based on the equal and active participation of women, men and youth as agents of change at family, community, national and international levels." Over $3.5 million has been set aside for gender-related activities in the region.

Africa

UNDP FIELD PROGRAMME EXPENDITURES* BY SECTOR
(US$ millions)



Source: Accounts Section, Bureau for Finance and Administration, UNDP
**Includes recipient and third party cost-sharing contributions*

Coping with HIV and AIDS in Uganda

Over four million people live in Uganda's six districts of Kabarole, Kampala, Kasese, Mbale, Mpigi and Tororo, 85 per cent of whom depend on agriculture for their livelihood. According to a 1991 population census, there were 98,333 widows, 18,706 widowers and 329,402 orphans in these districts, many of whom were believed to be HIV positive or AIDS patients. The national death toll due to AIDS was on the increase.

Donor assistance in the past had focused on relief to orphans only, leaving out widows, widowers and the elderly who were equally affected by the epidemic. A UNDP programme, in collaboration with non-governmental organizations (NGOs), is supporting community-based income-generating activities to empower people with HIV/AIDS, and to help them and their families cope with the debilitating effects of the disease. This micro-projects programme is also helping to strengthen NGOs and community-based organizations so that they can manage the consequences of HIV/AIDS. So far, some 100 income-generating projects are under way. About 180 people, half of whom are women, have been trained to manage the projects. The returns from these ventures go toward supporting 4,700 widows and 3,100 widowers, sending 15,222 orphan children to school and providing vocational skills training to over 100 orphaned youths, 40 of whom have already found jobs. There are plans to expand the programme to north and northeast Uganda.

Free and fair elections in Mozambique

In October 1994, UNDP, jointly with the UN, provided technical assistance for Mozambique's first multiparty elections. The UNDP country office in Mozambique coordinated all financial, technical and material contributions from the donor community to advance the peace process. UNDP and a special elections team raised over $60 million for the elections, in addition to nearly $700,000 from UNDP's own funds. The team consisted of 17 international experts and consultants, 43 UN Volunteers and 30 Mozambican staff. They helped national electoral authorities at central and provincial levels in training and logistics, and in handling legal issues, finance and the media. They also trained 8,000 registration agents, 1,600 civic education agents, 52,000 polling station officers and 2,000 electoral officers. The team registered 6.3 million voters, 80 per cent of whom voted on polling day. A voters' register has been drawn up for use in future elections.

Mozambicans voted for the first time in UN-assisted multiparty elections.

Benin's social development programme

Benin's structural adjustment programme (SAP) came about during the country's worst socio-economic crisis. The unemployment rate soared to nearly 30 per cent. A breakdown in basic social services and infrastructure worsened the livelihoods of many of the country's over four million people.

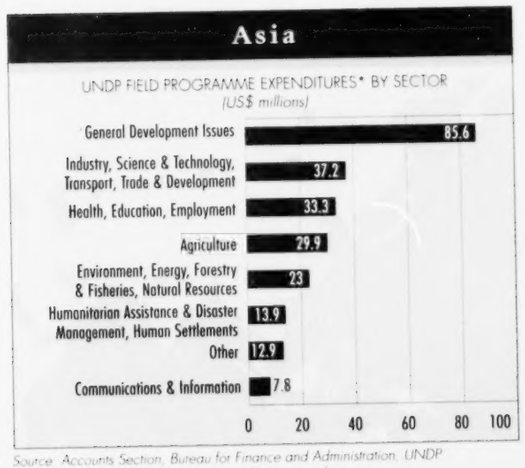
Benin now provides better health care for mothers and children.

With UNDP assistance, Benin launched a social development programme to mitigate some of the negative effects of SAP. Through the participation of its people and local NGOs, the government sought to improve living conditions, rehabilitate schools, health clinics and roads, provide clean water and sanitation, and promote small and medium enterprises to partially reduce unemployment. To date, over 100 schools have been renovated and rebuilt to meet the needs of 50,000 students in rural and urban areas; 41 health centres have been built or refurbished, providing primary health care to 160,000 people, and 120 kilometres of roads have been built in remote areas to enable the movement of products for sale in nearby towns.

UNDP ACTIVITIES IN ASIA AND THE PACIFIC

Almost all countries of East Asia and the Pacific experienced spectacular economic growth in 1994, and made some inroads into poverty reduction. On the other hand, countries of South Asia, despite considerable economic growth, continued to grapple with widespread poverty. These contrasts make UNDP's work very challenging. UNDP is currently assisting 16 countries in a regional programme to tackle poverty.

The approval of the first ever country programme for Cambodia in late 1994 marked an important turning point in UNDP's relationship with that country. The programme will cover the period 1994-1996, with UNDP funding of US$90 million. UNDP can now move beyond immediate rehabilitation and reconstruction efforts, to implement medium and long-term sustainable human development programmes in such areas as poverty, environment and job creation. UNDP is currently helping to build the capacities of people and institutions in Cambodia to make these programmes work effectively.



Source: Accounts Section, Bureau for Finance and Administration, UNDP
**Includes recipient and third party cost-sharing contributions*

Equally significant is UNDP's special partnership with Viet Nam, which in 1994 entrusted the organization with strengthening national capacities for aid coordination and management. As a result, UNDP spearheaded the launch of a multi-donor public administration reform programme to be carried out by the government. The government is increasingly seeking UNDP assistance to deal with the social dimensions of economic reforms, HIV/AIDS, rural employment and urban management.

UNDP believes that developing countries should take charge of their own development. Thus, during 1994, UNDP approved 80 nationally-executed projects totalling $60 million.

Developing countries are increasingly turning to South-South partnerships to advance their development. UNDP's role in fostering technical cooperation in the Asia-Pacific region lies in rendering a neutral environment for open debate and negotiation, ensuring external technical support, and providing financing and assistance for technical exchanges and seminars.

In 1994, UNDP approved a number of technical cooperation programmes totalling $5.8 million with the Association of Southeast Asian Nations (ASEAN) to promote collaboration among ASEAN countries in trade, investment, environment and human resource development. UNDP was mandated to take the lead in strengthening technical cooperation among countries participating in the Global Conference on Sustainable Development of Small Island Developing States.

The Tumen River Area Development Programme, another collaborative effort, brings together five countries to study the feasibility of joint development activity around the mouth of the Tumen River Economic Basin. The countries involved are China, the Democratic People's Republic of Korea, Mongolia, the Republic of Korea and the Russian Federation. Another joint effort that UNDP is backing is the Mekong River Basin development scheme, which pools the expertise and resources of Laos, Thailand and Viet Nam for the sustainable development of the water and natural resources of the Lower Mekong Basin, the largest freshwater resource in Southeast Asia.

With UNDP assistance, Bangladesh, the Philippines and the Pacific Island Countries published national Human Development Reports. The Maldives undertook a situational analysis on SHD, which generated a national debate on development.

UNDP forged ahead with discussions on AIDS despite attitudinal constraints to HIV and AIDS in some Asian countries. Numerous workshops and seminars were conducted to raise awareness of the economic and social consequences of the epidemic. UNDP is supporting research on the impact of HIV/AIDS on poor households. Regional networks on the ethical and human rights aspects of AIDS have also been established.

Helping developing countries follow up on UNCED commitments, UNDP supported China in the preparation and launch of its national Agenda 21 strategy. The process took over a year of intensive debate and planning. The final strategy is a comprehensive national plan for the sustainable and balanced development of China's economy, society, resources and environment. By the end of 1994, the Global Environment Facility (GEF) approved 11 technical assistance projects.

In the run-up to the Fourth World Conference on Women, UNDP assisted numerous countries in the preparation of national reports, and convened workshops on gender and development issues. UNDP also commissioned a policy paper on "Gender, Poverty and Sustainable Development in the Asia and Pacific Region" to further stimulate debate among development partners on how to achieve greater gender and social equity in the course of economic development.

The skills of women in Bangladesh's garment industry were upgraded with technical assistance from UNDP and ILO.

Upgrading Bangladesh's garment industry

The garment industry in Bangladesh brings in $900 million annually in foreign exchange, nearly 55 per cent of the country's foreign exchange earnings. By 1993, this highly labour-intensive trade had 1,800 garment factories and a work force of 800,000, most of whom were women. Recognizing that the world market demands quality garments and competitive prices, the Government of Bangladesh sought assistance from UNDP and the International Labour Organisation (ILO) to improve the garment manufacturing industry.

Four international experts conducted training courses to enhance awareness among garment manufacturers of the importance of product quality control. The experts also helped establish manufacturing and operational standards. To date, 14 local instructors have been trained in various aspects of the industry; 1,200 trainers, supervisors and managers — a large proportion of whom were women — participated in management skills and industrial operations programmes. Instruction manuals have been created for future training workshops.

Participatory development in Cambodia

The Cambodian Resettlement and Reintegration Programme (CARERE) — a joint undertaking of UNDP and the UN High Commissioner for Refugees — was initially designed to assist in

the quick repatriation of 370,000 refugees and displaced persons from Thailand and the reintegration of over 180,000 internally displaced persons in Cambodia. Once the relief-oriented activities were over, CARERE began focusing on economic development and capacity building of government departments. CARERE's development strategy was to assist entire communities based on a participatory approach. Through area-based development schemes, villagers provided the labour force and supervised specific programmes.

Thus far, 163 kilometres of roads have been built, giving access into villages and a route to market farm produce. De-mining of access roads and abandoned villages enabled 12,000 displaced persons and returnees to resettle and till the land. The digging of nearly 2,000 wells provided potable water to almost 250,000 people. The rehabilitation of irrigation schemes revived 21,000 hectares of agricultural land, which yielded 17,000 tons of rice benefiting 11,000 returnee families. A total of 193 new schools were constructed to cater to 72,000 students. Nearly 30 clinics and 10 health centres were built to serve a population of over 300,000. To ensure sustainability of development programmes, training was conducted in income-generating activities and functional literacy for over 1,600 persons, 70 per cent of whom were women.

Promoting biodiversity in Mongolia

Mongolia, one of the largest land-locked nations in the world with a thriving biodiversity, has a strong cultural tradition for conservation of the environment. The government is also committed to environmental protection but is short on funds because it is pursuing structural adjustment schemes to reduce budget deficits. The GEF — which is co-managed by UNDP, the World Bank and the UN Environment Programme — has helped the Mongolian government develop and implement an integrated programme for biodiversity conservation. Mongolia's first National Park Service has now been established and its staff trained in modern park management.

The project has helped save the wild camel, with the first ever captive breeding of wild camels. A major aerial survey of the white-tailed gazelle was carried out jointly with the World Wildlife Fund in eastern Mongolia. New legislation — Law on Protected Areas, General Environmental Law and Law on Mineral Resources — has been passed by Parliament. Formulation of a management plan for the Great Gobi National Park is under way. Twenty-four radio programmes on biodiversity-related issues were produced and broadcast nationally to create public awareness.

UNDP ACTIVITIES IN LATIN AMERICA AND THE CARIBBEAN

UNDP's strategy of peace, governance and development for the region encompasses preventive diplomacy, the consolidation of peace through economic, social and environmental reconstruction, resettlement of refugees and displaced persons, and protection of human rights for all.

In 1994, UNDP sponsored a meeting of mayors from across the Americas in Medellin, Colombia to discuss decentralization, local government and democracy. The mayors reached a consensus on issues related to governance, and agreed to promote sustainable human development (SHD) at the municipal level.

UNDP's continued support for peace and democratization in Central America culminated in the Conference on Peace and Development. It was attended by representatives of Central American governments, the private sector, cooperatives, trade unions, indigenous communities, academia and the donor community. Participants agreed on the consolidation of peace through development. In Nicaragua, UNDP is promoting reconciliation and consensus building as part of the peace and development process.

Jointly with the UN Electoral Assistance Unit, UNDP supported Brazil's elections, which included training 2.5 million electoral officers, and 400 technical staff in computerized electoral information systems. UNDP also helped strengthen El Salvador's electoral tribunal.

To advance human rights in the region, UNDP helped establish a human rights ombudsman's office in El Salvador and a human rights office in Guatemala. In Ecuador, it sponsored the training of armed forces on human rights issues.

UNDP has also been active in resettling and reintegrating refugees and displaced persons. The international community, NGOs and UN agencies witnessed the formal end of the Committee of the International Conference for Central American Refugees (CIREFCA) in 1994, which together with the Programme for Displaced Persons, Refugees and Returnees in Central America (PRODERE) made a significant contribution to the peace process by integrating uprooted people. A declaration was launched calling for assistance to people affected by conflicts and extreme poverty within the region.

With UNDP assistance, the Argentinian Constituent Assembly incorporated aspects of SHD in its new Constitution while Bolivia took steps to operationalize SHD. Costa Rica is also receiving support for the launch of its SHD programme

UNDP and the InterAmerican Bank jointly sponsored the Latin American and Caribbean Commission on Development and Environment, which has encouraged a regional dialogue on issues of sustainable development. The Commission recognized that the 1994 Summit of the Americas held in Miami presented a historic opportunity for better hemispheric relations. Prior to the Summit, the Commission canvassed heads of state to adopt SHD as the unifying principle for the gathering. A comprehensive document *Our Common Agenda for the Americas* was published in connection with the Summit.

UNDP is backing three activities following the UN Global Conference on the Sustainable Development of Small Island Developing States: the establishment of a global information network (SIDSNET), a regional cooperation plan (SIDSTAP), and national capacity building to implement the Conference's Programme of Action. The Conference reaffirmed agreements of the 1992 Earth Summit and reiterated the development needs of small island states.

In 1994, a convention establishing the Association of Caribbean States was signed by 33 countries. It is aimed at boosting cooperation as well as cultural, economic, political, scientific, social and technological relations among member countries. UNDP is also assisting 12 Latin American and Caribbean countries to set up national commissions on bio-technology to foster joint research and technical cooperation.

UNDP is helping several countries in the region prepare for the Fourth World Conference on Women. In Brazil, a UN inter-agency task force is sponsoring the participation of representatives of the Councils on Women's Rights, NGOs, and centres for women's studies. UNDP will educate media workers and academics in the region on gender sensitivity and women-and-development issues through training and advocacy programmes.

Empowering indigenous peoples in Chile

The Monte Verde forests of Chile have been home to the Huilliche indigenous peoples for generations. Some 30 communities have been living on 2,164 hectares of forest, surviving through subsistence agriculture, cattle-rearing, fruits and medicinal plants. In the early 1900s, government and private sector corporations began exploiting the forest for timber, depriving the indigenous peoples of their habitat, water sources and means of livelihood. Several ad hoc initiatives — including granting land ownership rights — were undertaken by the Chilean government and NGOs to help the Huilliche community but these efforts were too fragmented to benefit the people. UNDP's assistance was sought to pull together the activities of the disparate groups.

With funding from the Small Grants Programme of the Global Environment Facility, administered by UNDP, 23 Huilliche communities were organized and trained in reforestation techniques and forest management, and on how to preserve forest biodiversity. Nurseries for endemic species of trees, medicinal plants and fruits have been created. A seed bank for local and international use has also been established. Men, women and youths of the Huilliche community have been trained to manage the nurseries and the seed bank. The community has also been taught how to market their products for profit. All these activities have not just served to improve the lives of the indigenous peoples but to boost their self-esteem as a community in charge of their natural resources.

Colombia is helping low-income people generate income through small-scale hydroponic agriculture.

Towards greater community participation in Colombia

The Government of Colombia has drawn up a multisectoral plan to engender greater community participation — especially among the poor and isolated groups — in the country's development. The plan, conceived with assistance from UNDP, strives for cooperation between the State and the people. It also seeks to strengthen government institutions and agencies to help promote community problem-solving and self-management. The government has already made

financial allocations for works projects determined by the community.

To make this plan work effectively, the government has revised its national budget. As a result, social infrastructure programmes which previously received only four per cent of public funds, now receive 14 per cent. Nearly 11,000 income-generating projects have been created for more than 10,000 community groups, including cooperatives, producers' associations, civic and rural women's groups and trade unions. This plan has been an excellent instrument for bringing the State closer to its people. It has opened channels of communication for Colombians and has enabled their participation in decisions that affect their lives.

Help for single mothers and children in Honduras

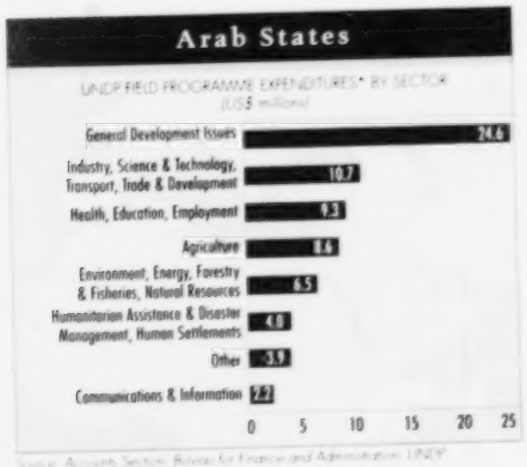
When the Government of Honduras introduced economic reforms in 1990, low-income single mothers and their children were badly affected by a reduction in social services. About 60 per cent of the population lives in extreme poverty, with unmet basic needs, little primary health care and high illiteracy levels. The government, with UNDP assistance, created a programme to improve the living conditions of the most vulnerable groups, especially children and mothers. Food coupons were given to specific groups to improve nutrition, education and health, and to serve as a temporary source of income for the affected women. However, no food coupons were issued if the children were not attending school regularly or if their mothers had not obtained the necessary vaccinations for their children. The coupons were viewed as a means to prevent social unrest and a tool for achieving better health and education in the community.

So far, over 20,000 women have been trained in handicrafts and manufacturing, and how to sell food so that they can be self-employed. The new female entrepreneurs now work either individually or in small groups. Through various projects, the programme has helped improve living conditions for over 600,000 mothers and children. A computerized network has been established which contains the names of all the participants to expedite follow-up activities, evaluation and monitoring.

UNDP ACTIVITIES ARAB STATES

UNDP's most significant activities in 1994 consisted of finding effective responses to emergency and post-emergency situations in the region.

Somalia continued to present a complex set of challenges, from assistance to rehabilitation and development under difficult political, social and security conditions. UNDP recruited a Zimbabwean Demobilization Advisory team that worked with various people and institutions in Somalia, including local authorities, military forces, clan elders, NGOs and UN agencies, before undertaking demobilization-cum-reintegration activities in the northwest. This resulted in the decommissioning of heavy and personal weapons, including 38 technicals mounted with anti-air guns, 35 artillery pieces, assorted missile systems and 10 tons of munitions. Nearly 6,000 armed men voluntarily laid down their guns. The exercise is still in progress. UNDP also assumed the chairmanship of the UN Coordination Team to further enhance collaboration among the UN agencies' development efforts after the pullout of the UN Operation in Somalia (UNOSOM). In Iraq, UNDP has been supporting a humanitarian programme of assistance, maintaining water facilities and sanitation and integrating the disabled into society. UNDP maintained its presence when civil war broke out in Yemen in 1994, playing a crucial role in consolidating an appeal for emergency assistance.



At UNDP headquarters in New York, the regional bureaux for the Arab States and Africa launched joint initiatives to tackle problems resulting from forced migrations and displaced populations in the Horn of Africa. In collaboration with several UN agencies, UNDP is developing a regional plan to address both short-term humanitarian needs and the long-term structural causes that lead to such displacement in the Horn of Africa.

In addition to addressing humanitarian needs, UNDP is working with Algeria, Egypt, Lebanon and Tunisia to deal with the challenges arising out of economic, social and administrative reforms.

With UNDP support, sustainable human development (SHD) is beginning to take root in programme countries. Egypt has taken the lead in producing the first country Human Development Report in the region. Ten other countries have sought UNDP's advice in preparing national SHD reports.

UNDP is also working to protect vulnerable groups in the region, including people living in poverty and women. The Arab Women's Centre for Training and Research, a multi-faceted training, research and information centre, was launched in Tunisia to serve as a permanent source of expertise on women's issues in the region. In Morocco, UNDP funded a comprehensive study on the status of women that identified joint remedial action by the government, women NGOs and Moroccan intellectuals. Egypt's Social Development Fund continued with support from UNDP to protect disadvantaged groups of people from the adverse effects of a structural adjustment programme. UNDP has also been advising Arab countries on policies regarding labour administration and labour migrants.

Under a $20 million UNDP-Global Environment Facility regional programme for the Arab States, environmental work continued in Algeria, Egypt, Jordan, Morocco, Sudan, Syria, Tunisia and Yemen. In Bahrain, Kuwait, Syria and the United Arab Emirates, UNDP has been strengthening national capacities for environmental management and protection. The Sustainable Development Networking Programme is at various stages of implementation in Egypt, Lebanon, Morocco, Syria and Tunisia. It is creating computerized information hubs of environmentally-sensitive development information with links to interested national and international institutions. The Mediterranean Environmental Technical Assistance Programme, supported by UNDP and other international organizations, is, among other things, expediting the exchange of information on the environment in Mediterranean countries.

In preparing for the Fourth World Conference on Women, UNDP has been funding or co-funding with other UN agencies major gender studies by governments and NGOs. UNDP has also been initiating various national activities involving government institutions, and political, social and intellectual leaders to broaden the working partnerships in the run-up to the conference.

Participatory development in the Sudan

Desertification causes serious threats to development in the Sudan, which is classified a least developed country. To improve living conditions and protect the environment, the government, with assistance from UNDP, decided to involve villagers in the planning and implementation of development projects. This philosophy ensures environmental sustainability and the participation of women in development. Known as the Area Development Schemes (ADS), the projects benefit over 500,000 people — a third of whom are women — in 2,000 villages in five large areas in northern Sudan.

The ADS consist of income-generating and environmental activities that are identified by the community and financed through revolving funds in the areas of agriculture, afforestation, animal husbandry, development of water resources, small-scale industries and handicrafts. About 20 per cent of these projects specifically target women. Special development committees, which comprise villagers elected by the community, are wholly responsible for the appraisal and monitoring of the ADS, and approval of loans, 90 per cent of which are paid back. This programme is an excellent example of the operationalization of SHD and has become a model for rural development in Djibouti and Somalia.

Morocco's sustainable development programme

Following the UN Conference on Environment and Development (UNCED), Morocco, with help from UNDP, has initiated a national policy for environmental protection and sustainable development. Under this policy, the Moroccan government saw to the careful integration of environment and SHD in all projects and initiatives. Special efforts were made to strengthen national capacities for better environmental management.

For the first time, Morocco has a national strategy to protect the environment. A national laboratory to control pollution is now fully operational. A national observatory for the environment — one of the first such institutions in the Mediterranean — will be responsible for environmental surveillance, management of environmental data, design of methodological instruments and dissemination of information on the environment. In following up on the recommendations of UNCED, Morocco is developing a strategy for the reduction of greenhouse gases and has embarked on a national study on biodiversity.

Egypt's sustainable human development strategy

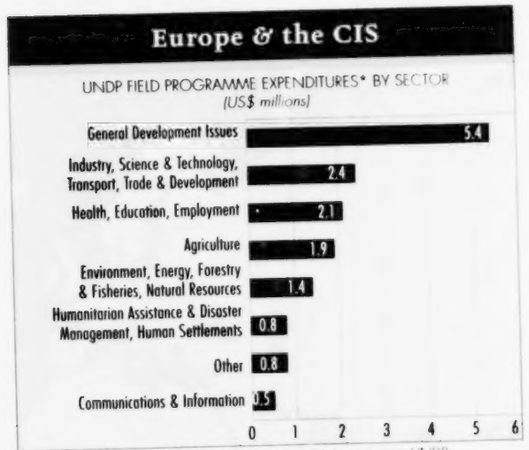
In May 1994, Egypt produced its first Human Development Report. It was prepared by the Institute of National Planning, in response to the findings of analysts and intellectuals on the need for national development strategies which take into account the well-being of the people of Egypt. The Report was the first in a series of annual Human Development Reports to be produced by the Egyptian authorities, with assistance from UNDP. It reveals disparities among and within the 26 governorates as well as rural-urban and gender gaps.

After the Report was produced, the 26 governors met to review the findings and re-examine Egypt's development priorities with regard to promoting SHD. The governors endorsed 21 recommendations to identify and prioritize development needs and to forge partnerships among one another to realize SHD. The Egyptian government has pledged to provide the enabling political and institutional environment for the successful implementation of SHD.

UNDP ACTIVITIES — EUROPE AND THE COMMONWEALTH OF INDEPENDENT STATES (CIS)

UNDP, jointly with the UN, continued to assist countries in the region in their conversion to market economies and open societies. In 1994, UNDP launched a regional programme to strengthen democratic institutions and civil society, enhance governance, and increase people's participation in the democratic process. Activities which have been implemented so far include an international ombudsman workshop in Moscow, assessment and programming missions to Belarus, Moldova and Russia, and groundwork for the establishment of a multilateral task force on democracy, governance and participation.

UNDP has been supporting several sustainable human development (SHD) initiatives in the CIS and Central and Eastern European countries. To this end, a regional programme is under way to improve policy-making through people's participation. The first phase of preparing country Human Development Reports focused on the social dimension of the transition to democracy and market economies, and the human cost associated with it. This exercise yielded information for the development of national indicators on human development. It also contributed to the dialogue between governments and the citizenry and resulted in a consensus on social reform strategies. In addition, it generated a ground swell of public support for SHD objectives.



Source: Accounts Section, Bureau for Finance and Administration, UNDP
*Includes recipient and third party cost-sharing contributions

Through specific training workshops in Bratislava, Bishkek and Geneva, countries in the region received assistance in the design, collection and processing of socio-economic statistics, design of human development indicator systems, and use of modern statistical computing technologies.

In 1994, UNDP and the International Labour Organisation (ILO) initiated an economic and employment development programme for the region. Belarus, the Czech and Slovak Republics, Lithuania and the Russian Federation requested UNDP and ILO assistance in establishing institutions, building human resources, and strengthening managerial, educational and entrepreneurial skills in their countries. This six-year programme, *Sustainable Human Integration through Economic Local Development (SHIELD)*, was officially launched in January 1995.

Since its inception in 1991, UNDP has been supporting the Central and Eastern European Network (CEEPN), which houses a data base of experts in the region who can be tapped to share experiences and information on privatization. The membership count, now 27, includes experts from nearly all the CIS countries. From an NGO, CEEPN has been elevated to an Intergovernmental Organization, effective January 1995. CEEPN now includes a Privatization Academy where about 150 people will be trained annually. It also has a documentation centre and a library.

Partners of the Global Environmental Facility — UNDP, the World Bank and the UN Environment Programme — together with multilateral and bilateral agencies, and NGOs have initiated an Aral Sea Programme in the five Republics of Central Asia to implement sustainable water management of the area. UNDP takes the lead in medium and long-term capacity building in the region. Preparations are also under way for assistance in integrated management of the Caspian Basin. UNDP continues to monitor the environmental programmes of the Black Sea and Danube River basin.

Several initiatives have been launched to integrate women into development activities in Albania, the Baltics, Bulgaria, Kyrgyzstan, Moldova, Romania, Turkey, Turkmenistan, and Uzbekistan. They include building national capacities to advance women's issues and draft gender-sensitive laws; supporting NGOs and advocacy groups; training women to participate in market economies and in environmental conservation; and developing gender disaggregated statistics.

In gearing up for the Fourth World Conference on Women, UNDP is providing special training to NGOs in Eastern Europe and the CIS to maximize their effectiveness in Beijing. UNDP will compile data on gender, which will form the basis of a paper on the status of women in Eastern Europe and the CIS for discussion at the Conference. Another thought-provoking paper is being prepared to focus debate in Beijing on the resurgence of nationalism and ethnic conflict and its impact on women and children.

Towards a democratic society in Belarus

Belarus, a newly-independent country, is embracing the ideals of a market economy and a democratic society. In this regard, Belarusian citizens have been turning to the United Nations office in Minsk to: rectify human rights abuses and establish international human rights standards; assist displaced people and persons seeking asylum or refugee status; develop and establish an independent media, and introduce human rights courses in the Police Academy's curriculum. These requests led to teamwork among UN agencies, government ministries and NGOs in Belarus. It also provided UNDP an excellent opportunity to demonstrate leadership within the UN system.

Following wide-ranging discussions with the government, Parliament, media representatives, academia, NGOs and donor missions in Belarus, UNDP and the UN Educational, Scientific and Cultural Organization drew up a comprehensive programme to support the establishment of a free press in the country. The programme includes drafting media legislation, training of journalists, governance and ownership of newspapers, supply of printing presses and newsprint and the development of broadcast media. In addition, UNDP, jointly with the UN High Commissioner for Refugees (UNHCR), conducted in-depth discussions with members of the judiciary, senior officials at the Ministries of the Interior, Foreign Affairs and Labour as well as NGOs to advance the groundwork for greater people's participation in Belarus.

A UNDP assisted centre in Bucharest helps individuals start up businesses

Growth of the private sector in Romania

After its 1989 revolution, Romania, like many former socialist countries, witnessed the mushrooming of small and medium private enterprises. By mid-1994, there were some 450,000 such businesses employing over 1.3 million people and contributing nearly 30 per cent to the Gross National Product.

UNDP, jointly with the UN Industrial Development Organization, has been advising the government in the design of policies to remove red tape and encourage the growth of more small and medium businesses. A centre in Bucharest has been established to give direct support and counselling to dynamic individuals who wish to start up their own ventures. Fourteen Romanian counsellors have been trained, a third of whom are women. Seven new business development centres have opened, each of them financed by local chambers of commerce and private employees' associations. Another 21 business counsellors are in place in these centres.

Programme to integrate Turkey's women in development

While considerable progress has been made in the area of gender equality, Turkish women still constitute only 34 per cent of the total economically-active population. They account for 65 per cent of unpaid family workers and 72 per cent of agricultural workers. In Turkey, almost 30 per cent of all females and only 2.1 per cent of males are illiterate. In 1993, with UNDP support, the Government of Turkey launched a programme to enhance women's participation in development and to integrate women's concerns in national and sectoral plans.

So far, the programme has succeeded in creating national awareness of the gaps that exist between men and women in Turkey. Numerous training courses have been conducted for national institutions, labour unions and NGOs on issues such as women and entrepreneurship, women and violence and women and employment. Shelters for women have been built, and police trained to handle women in distress situations. A Social Structure and Gender Statistics Department has been set up to provide periodic statistical information on the status of Turkish women in all sectors.

GLOBAL AND INTERREGIONAL PROGRAMMES

UNDP's global and interregional programmes helped mobilize international support for the use of science and technology to solve problems confronting developing countries. These programmes provided seed money to support research and cooperative activities, including gender-sensitive projects, that achieved major advances in health, agriculture, drinking water and sanitation and other fields.

Under UNDP's restructuring in late 1994, activities of the Division for Global and Interregional Programmes (DGIP) were integrated into a newly-created Science, Technology and Private Sector Division. This new division also assumed responsibility for the operations of the Private Sector Development Programme and the UN Fund for Science and Technology for Development, the impact of which will be reported on next year.

Here are highlights of UNDP's global and interregional programmes for 1994, with a special focus on women.

Source: Accounts Section, Bureau for Finance and Administration
*Includes recipient and third party cost-sharing contributions

Health:

UNDP's HIV and Development Programme helps to increase global awareness of the threat the AIDS epidemic poses to development. The Programme draws from UNDP's three decades of experience with women and development concerns to deal with the issues surrounding women and HIV. Its approach is to identify and address social, cultural, legal, psychological and economic factors which make women especially vulnerable to HIV infection while focusing on behaviour change among men.

In 1994, the Programme commissioned a study that identified the vulnerabilities of young women and post-menopausal women to HIV infection. This study and other publications had a critical impact on research and programme priorities in this area. The Programme has also strengthened national capacities for research on women and HIV. Discussions on women and development have now been refocused to include issues central to the spread of HIV to women, and the impact of the epidemic on women's work and responsibilities. Senior officials are being trained to analyze the social and economic issues leading to HIV infections in women, and the burdens women bear as those around them become infected. The Programme also provides technical support to various community-based organizations involved with women and HIV in programme countries.

Every year, nearly half a million women worldwide die as a result of complications from pregnancy and childbirth. Many millions survive but with lifelong disabilities that make their lives a misery. Almost 99 per cent of these deaths occur in the developing countries of South Asia and sub-Saharan Africa. In a typical setting, with a maternal mortality ratio of 650 for every 100,000 live births and a total fertility rate of about six births per woman, about 50,000 out of every million families will be motherless because of pregnancy-related deaths.

In 1987, the international health community set a target to reduce maternal deaths by half by the year 2000, which was reaffirmed by the World Summit on Children in 1990 and the International Conference on Population and Development in 1994. The world is nowhere near achieving this target.

UNDP, in partnership with the World Health Organization, UNICEF, the UN Population Fund, developing country governments, bilateral agencies, research institutions and NGOs, has launched a special programme to reduce the high levels of maternal deaths and disabilities in 15 countries, including Burkina Faso, Ethiopia, Guinea, Lesotho, Nepal, Sierra Leone, Swaziland, Tanzania, Uganda and Viet Nam. The joint programme comprises a range of measures, including: reviewing existing strategies and programmes; strengthening intersectoral and donor collaboration, monitoring and evaluation; building technical and managerial capacity in national and regional institutions; promoting greater involvement of NGOs and communities to reinforce ongoing efforts for increased support and resources.

Water and sanitation:

Improvements in water and sanitation are vital to economic progress and to provide the very foundations for sustainable human development in developing countries. The UNDP-World Bank Water and Sanitation Program is making a major contribution in directing resources into poor communities where help is needed most.

The Program's Promotion of the Role of Women in Water and Environmental Sanitation Services (PROWWESS) is the only worldwide plan aimed at developing replicable models involving women in sustainable, effective and environmentally-sound drinking water supply and sanitation projects. The Program has also been involved with the gender aspects of social analysis, both globally and regionally. A *Gender Issues Sourcebook for Water and Sanitation Projects*, for instance, was published to help development practitioners im-

Men and women worked together to build a water supply

plement gender-sensitive projects.

In developing countries, the goal is to mainstream gender into development activities. In Mongolia, participatory approaches were used to train villagers involved in community hygiene and water management committees. Sixty-two sessions were held in 1994 for 1,085 people, 70 per cent of whom were women.

The Program completed a rural water supply project in the Bolivian Altiplano, involving local men and women, which currently serves about 40,000 people in the area. A gender issues workshop was held for staff of 18 development institutions in Bolivia. The purpose was to develop a model operational plan for gender issues which could be adapted by various agencies.

In Katwe, a peri-urban area outside the Ugandan capital of Kampala, the Katwe Women's Club is working with other community groups to tackle problems of poor drainage and sanitation, inadequate water supply and improper management of waste disposal. With financial assistance from the Program, the Club converts waste materials into briquettes for use as fuel, thus reducing the amount of garbage in the area and generating a small income for community activities.

Food and agriculture:

In West Africa, UNDP is funding an integrated pest management programme that combines research on sustainable agricultural practices with their application by farmers, especially women. In Africa, women produce 50 to 80 per cent of the domestically-consumed food. UNDP believes that because women play a critical role in food production and natural resource management, they should be represented at all levels of decision-making, technology transfer, training, private enterprise and policy-making. To accomplish this, it supports the International Institute for Tropical Agriculture (IITA) in Nigeria, which works in partnership with Winrock International, a US NGO, to identify women with leadership potential and who are committed to solving problems faced by women farmers.

Through the *African Women Leaders in Agriculture and the Environment* programme, four masters level fellowships were awarded to women from Benin, Cameroon, Ghana and Nigeria. Their specialties include agricultural extension, rural development, crop science, plant biotechnology and weed management. Their research involves topics that are gender-sensitive and is, as a rule, conducted in their home countries. The Programme is active in Côte d'Ivoire, Kenya, Mali, Senegal, Tanzania and Uganda. Other participating countries include Benin, Cameroon, Ghana, Niger, Nigeria and Sierra Leone. In addition to providing fellowships, the Programme helps women professionals develop their full leadership potential through training and outreach activities to women farmers. Its goal is to increase African women's leadership at all levels of agricultural and environmental activity — from growing crops to making policy.

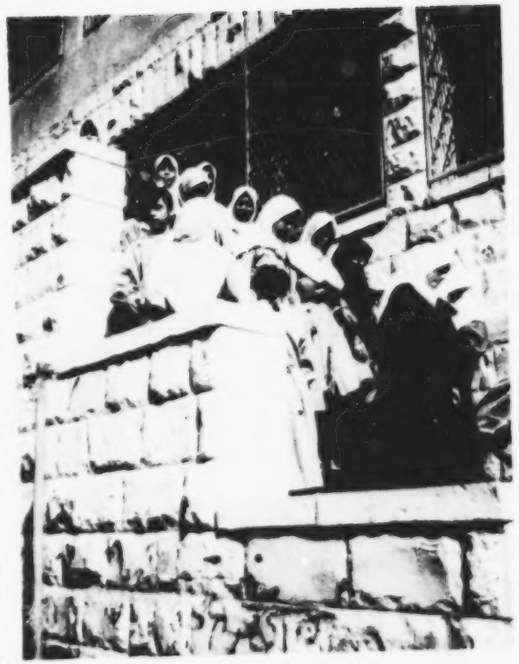
The International Center for Living Aquatic Resources Management (ICLARM) continues to support UNDP's project for the Genetic Improvement of Farmed Tilapia (GIFT). The synthetic breed of tilapia developed by the Center from African and Asian nile tilapia strains was already 60 per cent faster growing than the existing stocks of nile tilapia in the Philippines. Fish is the main source of animal protein for more than a billion people worldwide. After four generations of selective breeding, the productivity of GIFT fish has increased by a further 50 per cent. GIFT tilapia are now distributed to national research centres in Bangladesh, China, the Philippines, Thailand and Viet Nam. The majority of technical staff at the Center and national research centres are women. The Asian Development Bank is currently studying the economic and social impact of GIFT tilapia on farms in the region.

ASSOCIATED FUNDS AND PROGRAMMES

The United Nations Development Programme is the central coordinating body for technical cooperation in the UN system. It has a number of associated funds and programmes, each funded separately through voluntary contributions, which provide specific services through the UNDP network.

In late 1994, UNDP Administrator James Gustave Speth streamlined UNDP to make it more efficient, dynamic and responsive to the development needs of the 1990s. As a result of this restructuring, some programmes have been merged while others have been given greater responsibilities. Almost all of these changes came into effect in 1995 and their impact will be reported upon in next year's annual report.

Here are highlights of the main funds and programmes in 1994.



US$ 2M and local resources helped build a school for girls in a Palestinian village.

The United Nations Capital Development Fund (UNCDF) invests in poor communities in least developed countries (LDCs) by providing economic and social infrastructure, credit for both agricultural and small-scale entrepreneurial activities, and local development funds which encourage people's participation as well as that of local governments in the planning and implementation of projects.

To the extent possible, UNCDF promotes the interests of women in LDCs. In 1994, the Fund approved 15 projects valued at nearly US$34 million. Nine of these projects, valued at over $20 million, address the problems of women, involving them in community decision-making and goal-setting.

As is always the case, certain projects have a greater impact on women than others. In 1994, UNCDF approved a village water supply project in Mali, and an improved water supply system for Quilali town in Nicaragua, to increase the reliability and quality of water supply, and lessen the need for Nicaraguan women to fetch water from a river.

To help women become entrepreneurs, UNCDF provides credit for investment. For example, 40 per cent of the beneficiaries of a credit guarantee for micro-enterprises in Malawi are women. This venture is jointly executed by the government, banks and local non-governmental organizations (NGOs), including the National Association of Business Women. In São Tome and Principe, a rural development project is located in an area where new land distribution policies, which grant women land on the same basis as men, are already in place.

Empowering women is common to all of UNCDF's local development funds. Four such funds in Madagascar, the Palestinian Occupied Territories, Uganda and Zambia, allow local residents to choose from amongst a variety of small-scale infrastructure projects to improve their quality of life and enhance opportunities for profit-making activities. For example, with financing from a local fund, a six-room school for girls was constructed in Fahimah village in the Occupied Territories to relieve overcrowding while a second girls' school in Kufr Rai was expanded. UNCDF is also participating in the preparatory activities for the Fourth World Conference on Women in Beijing in September 1995.

The United Nations Development Fund for Women (UNIFEM) is the UN system's lead agency in addressing issues of women in development and championing the rights of women worldwide. Initially created to foster the economic empowerment of women in the developing world by improving their access to credit, productive resources, training and opportunities for income-generation, the Fund's scope of work over the last two decades has expanded to include the promotion of women's social and political empowerment. The reconceptualization of human rights to include women's rights and the strengthening of civil society, for example, are two areas in which UNIFEM has broken new ground.

The Fund's expertise in women-in-development issues and strong links to the international women's movement position it well to play an active role in the preparations for the upcoming Fourth World Conference on Women. In addition to its regular programming work, UNIFEM launched an umbrella project that has funded more than 90 Conference-related initiatives at the national, regional and global levels.

Through this umbrella project, UNIFEM supported the preparation of national reports in 30 countries, including Argentina, Bahamas, Belize, the countries of Central America, Jamaica, Laos, Mexico, Nigeria, Pakistan, Senegal, Zimbabwe, and nine nations of

Western Asia. Throughout the developing world, UNIFEM sponsored public education efforts, including five radio programmes produced in Senegal about the Beijing process that were broadcast in over 54 Francophone countries, and two regional initiatives by NGOs to formulate strategies in Latin America. In all five regional preparatory meetings for the Conference, UNIFEM played a major role in giving visibility to women's concerns by sponsoring "peace tents" and panels on issues such as indigenous women, violence against women and alternative models of development.

To build upon the priorities set out by women during this regional process, UNIFEM began to formulate a new vision of economic and political development: the Women's Development Agenda for the 21st Century. This new development paradigm includes the following key challenges: creating a development process that benefits women directly; creating development policies that recognize what women need to maintain sustainable livelihoods; building stable lives and healthy communities in the flux of massive population movements; and protecting women in situations of conflict and violence as old political structures collapse.

The United Nations Sudano-Sahelian Office (UNSO), which specializes in desertification control and dryland management activities, was designated in 1994 as the central entity within UNDP responsible for spearheading and supporting UNDP's work in desertification control and dryland management in all affected programme countries.

UNSO played a key role in the successful negotiation of the UN Convention to Combat Desertification, which has been signed by nearly 100 countries. UNSO supported the work of the Sudano-Sahelian countries under the auspices of the sub-regional organizations of the Inter-State Committee on Drought Control in the Sahel (CILSS) and the Intergovernmental Authority for Drought and Development (IGADD). UNSO also backed the African group in its negotiations through support to the work of the ad hoc group of experts of the Organization of African Unity. UNSO served as an advocate within the African group for some of the key tenets of the Convention: partnership arrangements to ensure implementation at the national level, a participatory approach, and an integrative and iterative process for developing national programmes.

In addition to supporting the negotiations of the Convention, UNSO continued assisting the 23 Sudano-Sahelian countries in environmental information systems, drought preparedness and mitigation, strategic planning and local-level resource management. UNSO has also begun to sharpen its focus on "upstream issues" in its technical support to UNDP's country offices in affected programme countries.

UNDP's Programme of Assistance to the Palestinian People (PAPP) is committed to strengthening newly-created institutions and is creating employment opportunities in the Occupied Territories. It also seeks to increase private and public investment in the area to enhance trade and export possibilities for the Palestinians. PAPP has a team of highly-trained and motivated Palestinian staff who help the Palestinian authorities in the design and implementation of projects in such sectors as water and sanitation, agriculture, health, education, public administration, rural development and the integration of women in development. In 1994, PAPP delivery amounted to over US$22 million, doubling the level of 1993.

In 1994, UNDP, in an emergency intervention, channelled $8 million for an environmental clean-up of the Gaza Strip by employing 4,000 unemployed individuals. A second phase of this operation is planned for 1995. UNDP's activities, under the auspices of PAPP, include the: building of sewage collection networks and systems for the northern Gaza Strip; provision of water to 500,000 people in rural and urban areas of the West Bank and Gaza; construction of schools, youth and health centres; construction of cold storage and packing facilities to support vegetable wholesalers and the fishing industry; provision of loans to strengthen industry and commerce.

The UN Fund for Science and Technology for Development (UNFSTD) focuses on endogenous capacity-building in science and technology, information and quality control, and technology assessment, innovation and entrepreneurship. The Fund also deals with energy conservation and new sources of energy.

In 1994, the Fund produced a manual on Technology Business Incubator Centres based on experience gained in a dozen developing countries. Technology incubators support small start-up firms that have created new products or software by providing administrative, managerial and financial support until the enterprises become self-sufficient. The most successful experience to date has been in China, where the government has created about 60 Technology Incubators based on a UNFSTD feasibility study. Often in developing countries essential scientific instruments are gathering dust because of the high cost of bringing in technically competent repairmen from developed countries. UNFSTD has trained more than 50 Bangladeshis in the maintenance and repair of scientific instruments, and they, in turn, are creating a national network of instrument technicians and users. Similar training was carried out in Cameroon through the first private sector contribution to UNFSTD.

Despite the general decline in voluntary contributions in 1994, exploration activities of the United Nations Revolving Fund for Natural Resources Exploration (UNRFNRE) continued in Tanzania and the Philippines. The decrease in contributions prevented the Fund from implementing mineral exploration projects requested by the governments of Sri Lanka and Viet

Nam. An assessment of current project development capabilities of the Fund resulted in a reduction of potential "pipeline" projects.

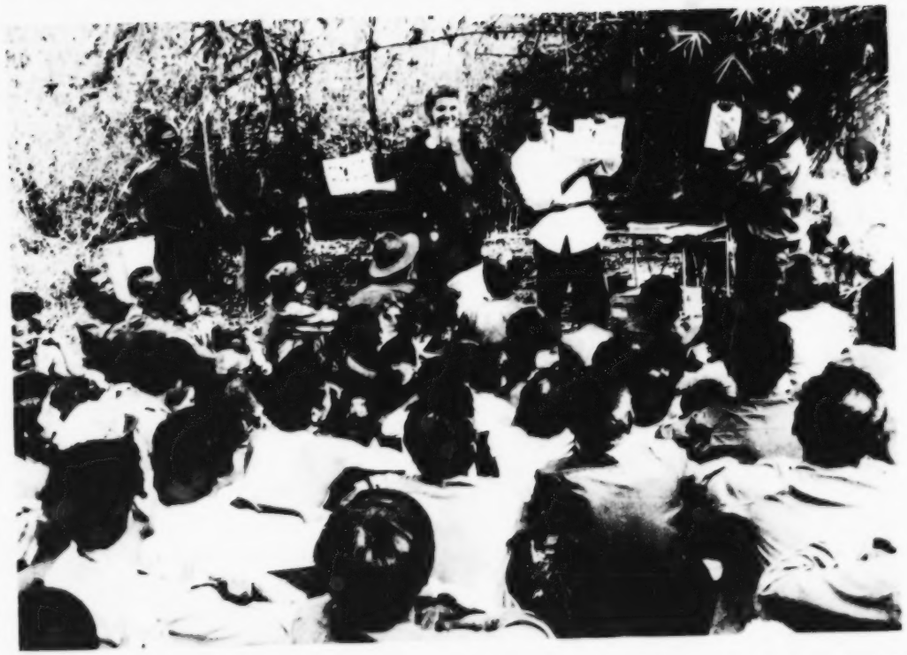
In Tanzania, a gold deposit was discovered at Nyamulilima in the Geita area, south of Lake Victoria. Eight diamond drillholes were completed resulting in the identification of a potential resource of about 800,000 ounces of gold. Several mining companies have already expressed interest in investing in the development of the deposit.

Exploration activities at UNRFNRE's Chromite Exploration Project on Dinagat Island in the Philippines were completed in June 1994. Promotion of this chromite discovery for commercial exploitation, and exploration for gold in a new area on Dinagat Island were the main activities in 1994.

Other successful projects continued to generate possibilities for follow-up investments throughout 1994. In Honduras, the draft bidding documents for commercial exploitation of gold were finalized. The international bidding process is expected to open in 1995. In Guatemala, information concerning the gold discovery at El Pato was sold to several mining companies interested in negotiating with the government to invest in the deposit.

The *UNRFNRE Environment Guidelines for the Mineral Sector* are being utilized by developing countries to develop and mine newly-discovered mineral deposits. UNRFNRE is now focusing on expanding its role as an active catalyst for sustainable minerals resource development in developing countries.

In 1994, some 3,500 mid-career men and women, drawn from 130 countries, served as United Nations Volunteers (UNVs). The historic first all-race election saw 205 of them assist the UN Observer Mission to South Africa; another 205 helped with civic education, logistics and monitoring in the election in Mozambique. UNVs were also assigned to promote human rights in Rwanda and Guatemala.

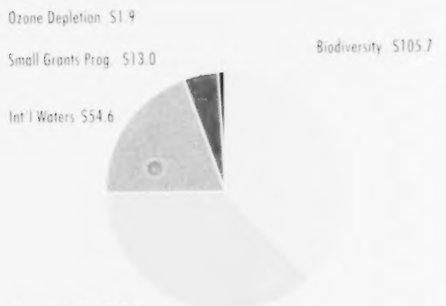


Enabling recovery from crisis and return to the long haul of development was a continuing focus. Hundreds of UNVs carried out humanitarian relief, some against the background of warfare in Liberia, others in camps sheltering Rwandan or Somali refugees. In Lebanon, they aided displaced persons to resume life in their home villages. Demobilised combatants from civil war in El Salvador were assisted with tools, credit and training to resettle on agricultural land. UNVs administered small loans to businesses headed by widows and repatriated refugees in Cambodia.

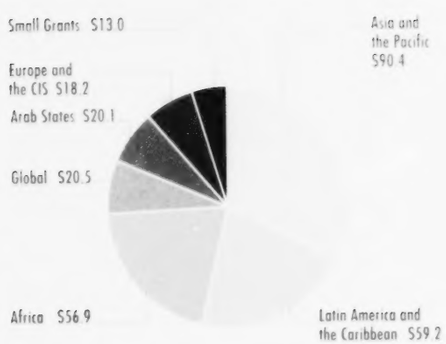
Common to all these endeavours was working *with* people rather than *for* them. For instance, a Programme for Artisan Development in South Asia, which adopts this approach, has resulted in common purchasing of raw materials, exchange of designs and techniques for their work with bamboo, leather and weaving, reduced dependence on middlemen, and an influence on government policy. With the same spirit of participation, the inhabitants of Cipinang Besar Utara, a poor part of Jakarta, took up a UNV's suggestion to compost rubbish from local apartments, shacks and markets. The results: three tons of saleable compost per month and jobs for young people in processing it. In Honduras, UNV demographers applied population data to document San Pedro Sula's infant mortality and street children problems, while UNV architects promoted participation in local government and worked up designs, lists of building materials and information on financing for poor people needing rehousing.

The Global Environment Facility (GEF) provides grant and concessional funds to developing countries for projects and activities that protect the global environment. It is jointly implemented by UNDP, the UN Environment Programme and the World Bank. UNDP is responsible for capacity building, targeted research, pre-investment activities, technical assistance, and managing the Small Grants Programme. Central to UNDP's participation in the GEF is its network of

UNDP/Global Environment Facility



PILOT PHASE PROJECT DISTRIBUTION BY THEME
(Total Allocations $278.3 million)



PILOT PHASE PROJECT DISTRIBUTION BY REGION
(Total Allocations $278.3 million)

over 130 country offices where the Resident Representatives play a key role in ensuring that country-driven activities and projects suitable for GEF financing are developed and implemented.

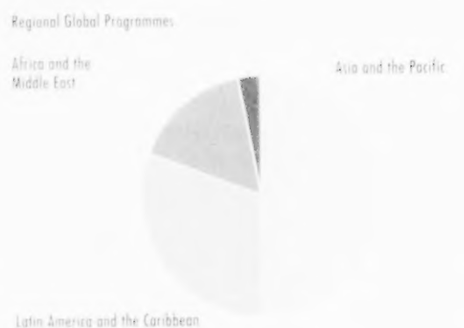
UNDP's portfolio comprises 55 technical assistance projects, 28 pre-investment feasibility studies, and the Small Grants Programme totalling $278 million dollars. The four focal areas of the GEF are:

- prevention of climate change;
- conservation of biological diversity;
- protection of international waters; and
- reduction of ozone layer depletion.

The distribution of projects by thematic area is: $105.7 million for biodiversity; $103.1 million for climate change; $54.6 million for international waters; and $1.9 million for ozone-depletion projects. (See pie chart.) The Small Grants Programme, which is administered by UNDP, manages projects totalling $13 million.

The GEF received a replenishment of nearly $2 billion for a three-year period beginning July 1994.

Montreal Protocol



In 1994, UNDP assisted 31 countries in their efforts to phase out ozone depleting substances (ODS) under the Montreal Protocol, which is charged with protecting the global ozone layer. UNDP helps governments design, monitor and evaluate ODS phaseout projects and programmes in the aerosols, foams, solvents, refrigeration and fire extinguishing sectors. Programme countries have sought UNDP assistance for country programme formulation, technical assistance and training, national capacity building and demonstration projects, and technology transfer investment projects in these areas.

During 1991-1993, UNDP's cumulative work programme was $23 million, approved by the Executive Committee of the Protocol's Multilateral Fund. In 1994, an additional $57 million was approved, demonstrating the increasing importance of this issue and the confidence of governments and industry in the speed with which UNDP implements projects. UNDP's cumulative work programme of nearly $80 million at the end of 1994 comprised 283 projects that will eliminate 8,521 tonnes of ODS per year by 1996.

The regional shares of the cumulative programme for 1991-1994 are: Africa and the Middle East (16 per cent), Asia and the Pacific (50 per cent), Latin America and the Caribbean (31 per cent) and regional/global programmes (3 per cent). The foams and refrigeration sectors together account for almost four-fifths of the total UNDP programme. (see pie chart)

UNDP has disbursed over $17 million to date, assisted governments in finalizing 11 country programmes, and completed 49 technical assistance, training and demonstration projects and workshops. During 1994, technology transfer investment projects accounted for over 75 per cent of UNDP's activities. Fourteen investment projects have been completed and have already eliminated 817 tonnes of ODS.

UNDP also funds capacity building projects to enable 19 countries to meet the provisions of the protocol, create public awareness and foster data gathering, coordination and cooperation between the public and private sectors. Over $5 million is being expended on these projects.

Capacity 21 was launched at the United Nations Conference on Environment and Development to be the main post-UNCED international effort to implement Agenda 21 and to assist countries achieve sustainable development. Capacity 21 promotes: new approaches to development; ownership of programmes by all stakeholders; responsiveness to national priorities; consensus building within countries, and participation of all partners, including UN specialized agencies and contributors.

Through Capacity 21, UNDP supported China in the preparation of its national Agenda 21 strategy. The process took over a year of intensive debate and planning by experts representing all of China's development sectors as well as representatives from academic institutions, people's organizations and the media. The final strategy contains specific measures for the sustainable development of China's economy, society, resources and environment, and specific proposals for investment to meet the Agenda 21 objectives.

Capacity 21 is also helping indigenous peoples in Honduras to build a legal framework and consolidate ethnic settlements in ecologically-fragile zones. It is helping Honduras develop a plan for integrated resource management that combines elements of customary and modern management systems.

Mozambique's first democratic elections were held in 1994. A Capacity 21 programme will help Mozambique address its urgent need for people trained in the precepts of sustainable development. Training will be provided at the national, provincial, district and community levels. It will pave the way for the integration of sustainable development policies in the planning process, increase NGO involvement and create public awareness.

A clipper manufacturing factory in Viet Nam's new market economy

In Malawi, Capacity 21 is complementing the country's strong poverty alleviation programme by strengthening community level involvement in the implementation of the National Environmental Action Plan. This will ensure that sustainable development will become a guiding principle in the overall development process.

Capacity 21 is also helping Viet Nam to strengthen national capacities to integrate sustainable development concerns into development and investment planning as the country moves from a centrally planned economy towards a market-oriented, mixed economy.

Capacity 21 places considerable emphasis on the need for sustainable development planning to be a cyclical component of national development activities. This requires new apporaches to development, the testing of new approaches, and a willingness to adapt development processes in the light of experience. Capacity 21 helps countries to share experiences and learn from each other through an intensive programme of monitoring and feedback, and by publishing summarized information on national programmes.

UNDP YEAR IN REVIEW

In 1994, voluntary contributions by member countries to UNDP's core resources amounted to US$928.4 million. Contributions to non-core resources — UNDP-administered funds, trust funds, cost-sharing arrangements and government cash counterpart contributions — raised the total to over $1.8 billion.

As the term implies, cost-sharing contributions are provided in convertible currencies by programme countries, or by a third-party source such as a bilateral or multilateral donor, to share in the costs of projects or programmes. These contributions are net additions to the Indicative Planning Figures (IPF). An IPF is the projected amount that will be available for programme activities in a country over a five-year period.

Africa, in particular sub-Saharan Africa, continues to receive the largest share of national IPFs followed by the regions of Asia and the Pacific, Latin America and the Caribbean, the Arab States, Europe and the Commonwealth of Independent States.

Cost-sharing contributions continue to comprise a significant portion of UNDP's income. In fact, for more than two decades, cost-sharing resources to UNDP have been increasing steadily. In 1983, for example, these contributions accounted for only 12 per cent of total income but by 1994, this figure rose to 68 per cent.

Historically, the largest amount of cost-sharing contributions came from the Latin America and Caribbean region. Indeed, this region recorded a growth of 40 per cent in cost-sharing contributions between 1993 and 1994: $248.9 million in 1993 compared to $407.1 million in 1994. This rapid growth of cost-sharing resources by developing countries bears adequate testimony to the considerable importance these countries attach to the work of UNDP.

Total expenditure by UNDP in 1994 amounted to $1.4 billion; 75 per cent of it was invested in country programme activities, while the rest was taken up by sectoral, agency and programme support costs, and administrative costs. Nineteen per cent of total expenditure was for subcontracts, 15 per cent for equipment, nine per cent for training, and the remainder for various costs such as operation and maintenance of equipment.

Major contributors to UNDP's core budget — 1994

(US$ million)

CORE	
US	116.26
Japan	100.11
Netherlands	93.71
Denmark	90.37
Germany	82.96
Sweden	77.37
Norway	69.54
France	44.81
Switzerland	44.80
Canada	39.26
United Kingdom	38.76
Italy	25.32
Belgium	20.97
Austria	13.40
Finland	9.81
Spain	5.25
India	4.31
China	2.89
New Zealand	2.26
Saudi Arabia	2.00
Cuba	1.85
Rep. of Korea	1.57
Ireland	1.36
Indonesia	1.16
Thailand	1.08
Sri Lanka	1.03
Others	21.04
NON-CORE	
Cost-sharing	581.90
Contributions to UNDP-administered funds	68.60
Trust Funds	261.90
GRAND TOTAL	[illegible]

*Excludes Management Service Agreements

Source: Resources Mobilization Division, Bureau for Resources and External Affairs and Accounts Section, Bureau for Finance and Administration, UNDP

Total income received from governments and other contributors – 1994

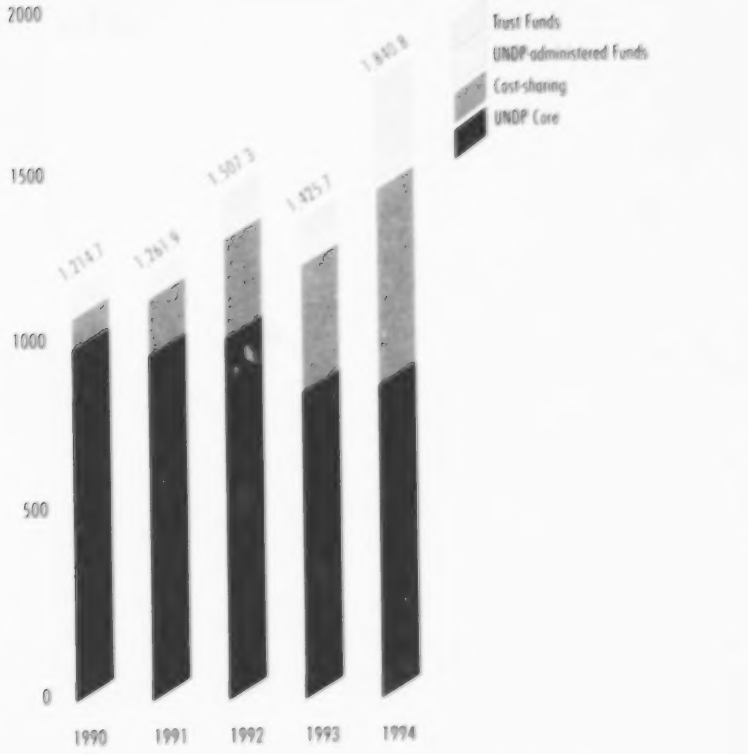
(US$ million)

UNDP	
Voluntary pledges received*	928,374,242
Special Measures Fund for the Least Developed Countries	11,645,000
Cost-sharing contributions	626,416,432
Government cash counterpart contributions	10,504,943
Contributions to Trust Funds*	4,546,424
Reimbursements, refunds	4,420,232
Trust funds administered by the Administrator (excluding TSS)	190,198,563
TSS expenditure	21,782,400
Interest	9,116,350,813
Subtotal	
Management Service Agreements	13,386,284
Subtotal	13,386,284
UNCDF	
Voluntary pledges received	13,325,567
Support funds	2,750,708
Cost-sharing	241,000
Subtotal	16,317,275
UNIFEM	
Voluntary pledges received	1,432,302
Cost-sharing	—
Subtotal	1,332,000
UNSO	
Voluntary pledges received	579,172
Support funds	2,598,850
Cost-sharing	5,145,369
Subtotal	8,323,393
UNV	
Voluntary pledges received	1,589,963
Support funds	6,266,447
Subtotal	7,856,403
UNSTID	
Voluntary pledges received	119,902
Support funds	—
Subtotal	719,902
UNFILM	
Voluntary pledges received	9,833,413
Support funds	1,998,967
Cost-sharing	1,720,887
Subtotal	13,553,267
UNDP ENERGY	
Voluntary pledges received	4,986
Cost-sharing	1,686,435
Subtotal	1,691,421
UNDP Study Programme	
Voluntary pledges received	34,963
Subtotal	34,963
TOTAL	2,038,539,116

*Amounts received after deducting the accounting margin between voluntary contributions and local office costs of $3,845,392

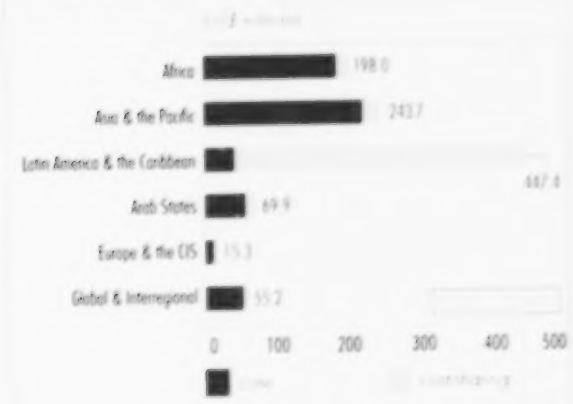
Source: Treasury Section, Contributions Unit, Bureau for Finance and Administration

Voluntary Contributions 1990–1994



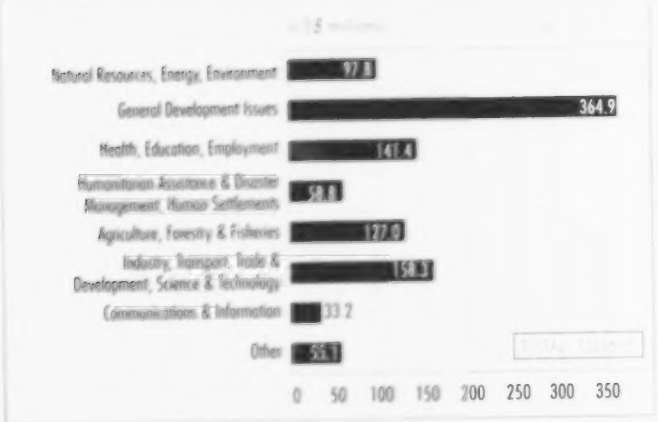
Source: Resources Mobilization Division, Bureau for Resources and External Affairs and Accounts Section, Bureau for Finance and Administration, UNDP

Estimate of Field Programme Expenditures* by Region



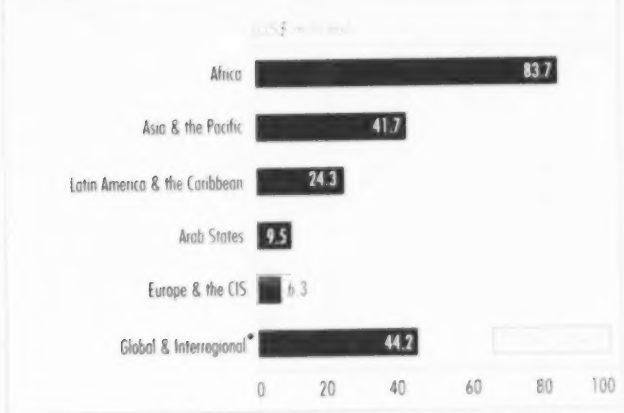
Source: Accounts Section, Bureau for Finance and Administration, UNDP
*Includes cost-sharing and government cash counterpart contributions.

Estimate of Field Programme Expenditures* by Sector



Source: Accounts Section, Bureau for Finance and Administration, UNDP
*Includes cost-sharing and government cash counterpart contributions.

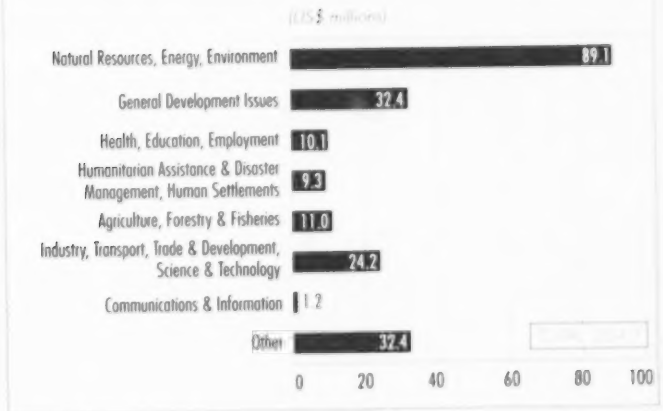
Estimate of Expenditures* by Region of Trust Funds & Programmes Administered by UNDP



* Includes UNDP Trust Fund for Programme of Assistance to the Palestinian People

Source: Accounts Section, Bureau for Finance and Administration, UNDP
*Includes cost-sharing and government cash counterpart contributions.

Estimate of Expenditures* by Sector of Trust Funds & Programmes Administered by UNDP



Source: Accounts Section, Bureau for Finance and Administration, UNDP
*Includes cost-sharing and government cash counterpart contributions.

FACTS AND FIGURES ABOUT UNDP IN 1994:

Service to developing countries	45 years
Countries and territories served	175
UNDP country and liaison offices worldwide	136
UNDP international staff	1,045
UNDP national staff	5,714
UN Volunteer specialists	1,723
International experts serving	6,203
National experts serving	17,181
Fellowships placed	13,392

FIELD PROGRAMME EXPENDITURES BY COUNTRY AND BY UNDP ACCOUNT: 1994

(Thousands of US dollars)

Country	1992	1993	1994
Africa			
Angola	11,230	3,746	1,866
Benin	8,327	6,601	3,719
Botswana	2,788	3,654	3,603
Burkina Faso	10,572	7,979	6,452
Burundi	8,783	5,885	1,937
Cameroon	2,323	1,612	1,502
Cape Verde	1,554	1,226	803
Central African Republic	4,802	2,891	1,671
Chad	8,797	8,180	5,716
Comoros	3,154	2,611	1,871
Congo	528	784	741
Côte d'Ivoire	4,067	2,504	1,954
Equatorial Guinea	2,735	1,638	1,021
Eritrea	—	1,645	3,031
Ethiopia	12,580	14,614	9,735
Gabon	1,296	1,149	854
Gambia	4,014	4,176	2,159
Ghana	9,080	6,851	4,342
Guinea	6,322	4,780	3,509
Guinea-Bissau	4,939	5,075	3,905
Kenya	11,714	10,669	10,320
Lesotho	3,975	2,738	2,060
Liberia	1,974	1,953	1,720
Madagascar	13,342	11,801	6,952
Malawi	11,307	10,985	9,933
Mali	12,096	8,344	5,706
Mauritania	4,114	3,397	2,075
Mauritius	628	255	485
Mozambique	16,802	12,256	19,917
Namibia	3,802	3,698	2,908
National Liberation Movement	3,404	1,956	812
Niger	12,117	9,911	6,161
Nigeria	10,049	9,452	7,338
Pan African Congress-Azania	—	83	267
Rwanda	8,227	5,110	3,096
Sao Tome and Principe	1,149	782	889
Senegal	7,724	5,402	2,972
Seychelles	42	222	237
Sierra Leone	4,173	5,044	5,951
Swaziland	1,869	1,459	1,195
Togo	4,674	2,904	1,728
Uganda	14,747	12,224	10,087
United Republic of Tanzania	18,801	17,916	4,656
Zaire	7,038	6,471	7,330
Zambia	4,074	3,645	4,202
Zimbabwe	3,446	5,524	3,563
Africa subtotal	*289,189*	*241,802*	*182,951*
Arab States			
Algeria	2,277	1,793	593
Bahrain	120	63	122
Djibouti	1,232	1,427	883
Egypt	9,498	13,692	11,169
Iraq	473	(12)	930
Jordan	1,943	1,535	889
Kuwait	336	1,566	3,912
Lebanon	1,776	3,060	3,230
Libyan Arab Jamahiriya	843	2,336	2,819
Morocco	6,270	2,985	3,132
Oman	2,762	1,187	50
Qatar	738	1,723	1,220
Saudi Arabia	5,882	6,699	5,854
Somalia	2,665	8,511	11,791
Sudan	17,504	11,594	7,669
Syrian Arab Republic	2,394	1,655	1,756
Tunisia	1,351	2,016	1,223
United Arab Emirates	1,868	1,580	2,127
Yemen	7,784	2,859	1,912
Arab subtotal	*67,716*	*66,269*	*61,281*
Asia and the Pacific			
Afghanistan	14,814	18,298	17,254
Bangladesh	24,749	21,450	19,164
Bhutan	5,879	4,576	3,084
Brunei Darussalam	5	—	—
Cambodia	7,742	24,215	21,951

Country	1992	1993	1994
China	41,625	38,410	32,834
Cook Islands	327	495	784
Democratic People's Republic of Korea	3,833	3,445	2,878
Federated States of Micronesia	403	672	882
Fiji	1,180	877	322
India	19,521	34,000	27,237
Indonesia	18,598	15,277	14,330
Iran (Islamic Republic of)	2,916	2,867	2,090
Kiribati	416	303	292
Lao People's Democratic Republic	8,082	6,512	4,858
Malaysia	2,486	2,122	2,247
Maldives	2,406	1,593	1,240
Marshall Islands	205	124	411
Mongolia	2,029	1,470	2,024
Nepal	14,850	9,844	7,899
Niue	227	96	74
Pacific Multi-Islands	742	1,338	1,036
Pakistan	22,267	16,018	12,276
Papua New Guinea	6,252	5,009	3,583
Philippines	4,573	4,237	3,700
Republic of Korea	996	596	1,562
Samoa	859	1,115	1,027
Singapore	(8)	—	—
Solomon Islands	875	694	474
Sri Lanka	12,264	7,298	6,060
Territory of Hong Kong	61	39	30
Thailand	3,423	2,372	2,822
Tokelau	222	302	129
Tonga	229	429	205
Trust Territory of the Pacific Islands	110	229	202
Tuvalu	342	294	197
Union of Myanmar	12,618	8,622	10,894
Vanuatu	426	147	312
Viet Nam	17,589	12,967	9,493
Asia and the Pacific subtotal	*256,133*	*248,352*	*215,857*
Europe and the CIS			
Albania	764	1,446	1,447
Armenia	—	—	51
Azerbaijan	—	—	14
Bosnia & Herzegovina	—	—	87
Bulgaria	308	420	1,090

Country	1992	1993	1994
Croatia	—	—	28
Cyprus	415	637	434
Czech Republic	—	—	391
Czechoslovakia	519	270	82
Hungary	32	55	129
Kazakistan	—	—	134
Kyrgyzstan	50	84	1,169
Lithuania	—	132	378
Malta	153	100	10
Poland	562	500	455
Portugal	595	403	138
Republic of Belarus	—	31	161
Republic of Estonia	—	24	277
Republic of Georgia	—	—	148
Republic of Latvia	—	115	114
Republic of Moldova	—	123	439
Romania	1,257	1,141	1,306
Russian Federation	—	51	348
Slovak Republic	—	7	45
Slovenia	—	—	129
Tajikistan	—	22	27
Turkey	3,035	3,326	1,749
Ukraine	—	14	366
Uzbekistan	—	409	809
Yugoslavia	219	243	419
Europe and the CIS subtotal	*7,909*	*9,553*	*12,374*
Latin America and the Caribbean			
Anguilla	378	318	169
Antigua and Barbuda	65	107	115
Argentina	31,587	59,429	78,660
Aruba	209	485	308
Bahamas	15	(17)	50
Barbados	391	9	256
Belize	249	387	407
Bermuda	—	—	—
Bolivia	10,463	13,284	11,572
Brazil	22,264	37,836	81,041
British Virgin Islands	86	54	50
Cayman Islands	12	11	58
Central America	37,719	28,267	17,895
Chile	5,063	8,283	9,585

Country	1992	1993	1994
Colombia	13,418	24,348	54,839
Costa Rica	2,594	2,871	2,053
Cuba	2,700	2,183	2,013
Dominica	193	207	198
Dominican Republic	5,202	9,753	8,984
Ecuador	3,603	5,838	6,408
El Salvador	6,089	11,368	11,326
Grenada	286	264	119
Guatemala	4,279	5,129	8,515
Guyana	4,678	4,169	2,471
Haiti	3,036	4,154	2,094
Honduras	9,044	9,360	5,519
Jamaica	4,881	3,556	5,387
Mexico	2,619	2,915	6,841
Montserrat	231	149	107
Multi-Island Country	1,140	839	836
Netherlands Antilles	317	209	289
Nicaragua	7,164	10,520	11,393
Panama	7,675	11,620	9,278
Paraguay	9,045	12,670	9,076
Peru	9,018	23,634	74,092
St. Kitts and Nevis	489	311	546
Saint Lucia	232	345	274
St. Vincent and the Grenadines	174	302	291
Suriname	184	119	73
Trinidad and Tobago	1,812	573	391
Turks and Caicos Islands	161	169	258
Uruguay	5,484	8,973	11,816
Venezuela	7,914	8,758	4,741
Latin America and the Caribbean subtotal	*222,163*	*313,759*	*440,394*
Total Country Projects	*843,110*	*879,735*	*912,857*
Inter-country Projects			
Regional	104,283	64,233	61,509
Interregional	40,851	41,775	34,758
Palestinian People	6,530	3,662	2,766•
Global	19,640	29,107	17,641
Total Inter-Country Projects	*171,304*	*138,777*	*116,674*
Total Country and Inter-Country Projects	1,014,414	1,018,512	1,029,531
Total Government Cash Counterpart Contributions	12,368	12,488	6,948
GRAND TOTAL	1,026,782	1,031,000	1,036,479

[1]Includes expenditures financed under Indicative Planning Figures (IPF), Special Programme Resources (SPR), Special Industrial Services (SIS), Special Measures Fund for Least Developed Countries (LDCs), GCCC, Technical Support Services, IPF-Subline and cost-sharing when applicable.

•Plus US$16.5 million in programme expenditure under UNDP Trust Fund for the Programme of Assistance to the Palestinian People (PAPP).

UNDP **ORGANIZATIONAL CHART****

ADMINISTRATOR
Associate Administrator

Office of the Administrator

Human Development Report Office HDRO

Office of Development Studies ODS

Special Unit for TCDC SU/TCDC

Division for Audit and Management Review DAMR

Programme of Assistance to the Palestinian People PAPP

Office of UN System Support and Services OUNS

Office of Evaluation and Strategic Planning OESP

United Nations Development Fund for Women UNIFEM

United Nations Volunteers UNV

Division of Personnel DOP

Bureau for Resources and External Affairs
BREA

Directorate

Interagency Coordination and External Affairs Office ICEPO

Division for Resource Planning and Coordination DRPC

Division for Resources Mobilization DRM

Division of Public Affairs DPA

Division for External Relations DER

Secretariat of the Executive Board for UNDP/UNFPA EBS

Liaison Offices
- Brussels
- Copenhagen
- Geneva
- Washington
- Tokyo

Bureau for Policy and Programme Support
BPPS

Directorate

Social Development & Poverty Elimination Division SDPED

Sustainable Energy & Environment Division SEED (incl. GEF, MP*, Capacity 21, UNSO, UNRFNRE)

Management Development & Governance Division MDGD

Science & Technology & Private Sector Division STAPSD (incl. UNFSTD)

UN Capital Development Fund UNCDF

Division for Operational Policies & Procedures DOPP

Bureau for Finance and Administration
BFA

Directorate

Division of Finance DOF

Division for Administrative and Information Services DAIS

Inter-Agency Procurement Services Office IAPSO

Regional Bureau for Africa
RBA

Regional Bureau for Arab States
RBAS

Regional Bureau for Asia and the Pacific
RBAP

Regional Bureau for Latin America and the Caribbean
RBLAC

Regional Directorate for Europe and the Commonwealth of Independent States
RDEC

Country Offices

*Montreal Protocol

**As of 1 January 1995

EXECUTING AGENCIES OF THE UNITED NATIONS DEVELOPMENT PROGRAMME

African Development Bank (AfDB)
Arab Fund for Economic and Social Development (AFESD)
Asian Development Bank (AsDB)
Caribbean Development Bank (CDB)
Economic and Social Commission for Asia and the Pacific (ESCAP)
Economic and Social Commission for Western Asia (ESCWA)
Economic Commission for Africa (ECA)
Economic Commission for Europe (ECE)
Economic Commission for Latin America and the Caribbean (ECLAC)
Food and Agriculture Organization of the United Nations (FAO)
InterAmerican Development Bank (IDB)
International Atomic Energy Agency (IAEA)
International Civil Aviation Organization (ICAO)
International Finance Corporation (IFC)
International Labour Organisation (ILO)
International Maritime Organization (IMO)
International Monetary Fund (IMF)
International Telecommunication Union (ITU)
International Trade Centre (ITC)
Islamic Development Bank (IsDB)
United Nations
United Nations Centre for Human Settlements (Habitat)
United Nations Centre on Transnational Corporations (UNCTC)
United Nations Conference on Trade and Development (UNCTAD)
United Nations Educational, Scientific and Cultural Organization (UNESCO)
United Nations Industrial Development Organization (UNIDO)
United Nations Institute for Training and Research (UNITAR)
Universal Postal Union (UPU)
World Bank (IBRD)
World Health Organization (WHO)
World Intellectual Property Organization (WIPO)
World Meteorological Organization (WMO)
World Tourism Organization (WTO)

Other Participating Organizations

International Fund for Agricultural Development (IFAD)
Office of the United Nations Disaster Relief Coordinator (UNDRO)
Office of the United Nations High Commissioner for Refugees (UNHCR)
UNDP Office for Project Services (UNDP/OPS)
United Nations Children's Fund (UNICEF)
United Nations Department of International Economic and Social Affairs (IESA)
United Nations Environment Programme (UNEP)
United Nations Drug Control Programme (UNDCP)
United Nations Population Fund (UNFPA)
United Nations University (UNU)
World Food Programme (WFP)

UNDP-Administered Funds

United Nations Capital Development Fund (UNCDF)
United Nations Development Fund for Women (UNIFEM)
United Nations Fund for Science and Technology for Development (UNFSTD)
United Nations Revolving Fund for Natural Resources Exploration (UNRFNRE)
United Nations Sudano-Sahelian Office (UNSO)
United Nations Volunteers (UNV)
Other Special-Purpose Funds

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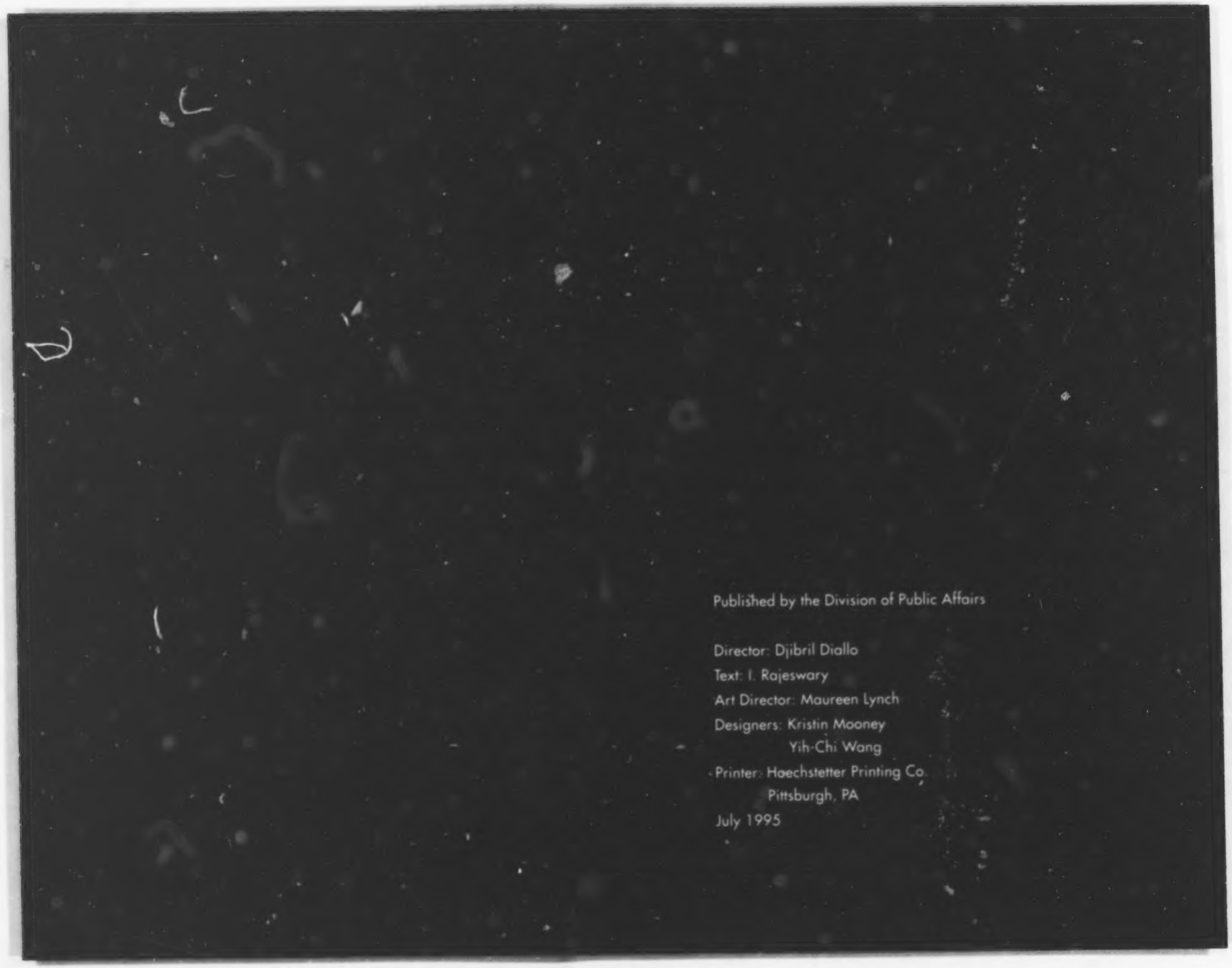

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